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PREAMBLE

In accordance with the requirements as spelled out in the Local Government: Municipal Systems Act (2000), Siyathemba Municipality has embarked on a review of its integrated development plan (IDP), which was originally drafted in April 2002. This document is being reviewed on an annual basis and the following review dates can be reported 01 April 2004, 30 May 2005, 31 October 2005, 17 May 2007, 30 May 2008, 06 November 2008, June 2010 and June 2012 for the 2012/13 financial year. The purpose of the review was primarily to see if it is still relevant to the needs of the people of Siyathemba as well as to identify any new opportunities that might have availed themselves. The previous version of the Siyathemba IDP, and the IDP of the Pixley Ka Seme District Municipality were used as the main source documents. Needless to say, the reviewed IDP provides a framework that will guide the delivery of services at the Siyathemba Municipality in its efforts to remain a developmental municipality. This is also the first year in which the "Simplified Format" introduced by the Department of Cooperative Governance, Human Settlements and Traditional Affairs.

The preparation of the original IDP entailed extensive consultations with the communities of the municipal area, as well as other stakeholders such as provincial, regional and local government departments, the PIMS Centre, the different business sectors as well as other relevant stakeholders. The IDP Representative Forum played a critical role throughout this process.

As a comprehensive planning tool, it is hoped that this document will live up to the purposes for which it was meant. As a five-year planning document, the IDP leaves us with considerable hope that the considerable developmental backlogs facing Siyathemba will be addressed over this period. This tool is not only an excellent learning exercise for the municipality and its staff; but also for the entire community and the other spheres of government.

The contributions made by the different sectors in the compilation of this document are highly appreciated and it is hoped that the Municipality's partners will stay the course and remain our partners in the implementation of the IDP.



“

The Integrated Development Plan (IDP) can be described as a plan that aims to address the needs of the people in a municipal area, draws in stakeholders and other spheres of government and plans for infrastructure and local economic development.

The base of the IDP is the existing conditions, problems and resources available for development to arrive at improved physical conditions and quality of life.

However, local government's core function is the delivery of services, provide facilities and build healthy and safe communities.

The IDP is the most important planning document of any municipality and aims to coordinate the work of local and other spheres of government in a coherent plan to address the triple matters of equality in the form of unemployment, poverty and inequality.

There are many opportunities for government, business, communities and organisations to influence service delivery plans during the different phases of crafting the IDP. On the basis of consultation sessions with various stakeholders its only then that a credible, living document is arrived at.

After approval of the final IDP and budget all planning and projects should happen in terms of the IDP; and reviewed after each year.

”

Piet Papier

MAYOR: SIYATHEMBA LOCAL MUNICIPALITY



1 VISION, MISSION AND CORE VALUES

Siyathemba Local Municipality has the ability to overcome its internal challenges and address the national matters like poverty, unemployment, HIV/AIDS, crime, teenage pregnancies and education. These challenges require commitment and discipline from all and an integrated government approach. Senior Management of the Siyathemba Municipality has no illusions about the challenges and is prepared to work tirelessly in meeting the high expectations of our people¹.

1.1 VISION

Siyathemba Municipality undertakes to improve the standard of living of its entire community by delivering visible and affordable services.

1.2 MISSION

To be a developmental Municipality, which has the interest of its communities at the center of all its activities.

This will be done through:

- ✂ an optimal distribution of resources
- ✂ economic development through job creation and poverty reduction strategies
- ✂ effective and efficient service delivery through optimal distribution and human resources development; and
- ✂ effective and efficient maintenance of equipment and buildings

1.3 CORPORATE CULTURE AND VALUES

It is of critical importance that every organisation, especially one that is required by legislation, be at the forefront of the development of its communities and should have appropriate and progressive culture and values.

Therefore, driven by the aspirations of the people, we pledge to respect and uphold the Constitution of the Republic of South Africa and, to this end, observe human rights and participate in co-operative governance to improve the life of all its residents. Additionally, the culture and values of the Municipality are as follows:

- ✂ We commit ourselves to the Code of Conduct for Councilors and Officials in the Municipal Systems Act 32 of 2000 and to the principles of sound financial management and provision of services;
- ✂ We subscribe to the principles of *Batho Pele*, communication with the community and the total quality of management;

¹ Mayor P Papier in Annual Report 2010-11



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- ✂ We believe in upholding integrity in the relations with all our stakeholders;
- ✂ We commit ourselves to transparent and accountable local governance and the eradication of corruption;
- ✂ We endorse a “people-driven” approach and, to this end, commit ourselves to ensuring public participation in local governance;
- ✂ We will promote and encourage awareness of gender, youth and disability in the affairs of our Municipality;
- ✂ We regard the Members of our Council as our most important asset;
- ✂ We will respect the views as inputs of all members of the Council; and
- ✂ We are committed to ensuring the implementation of the Municipal Integrated Development Plan

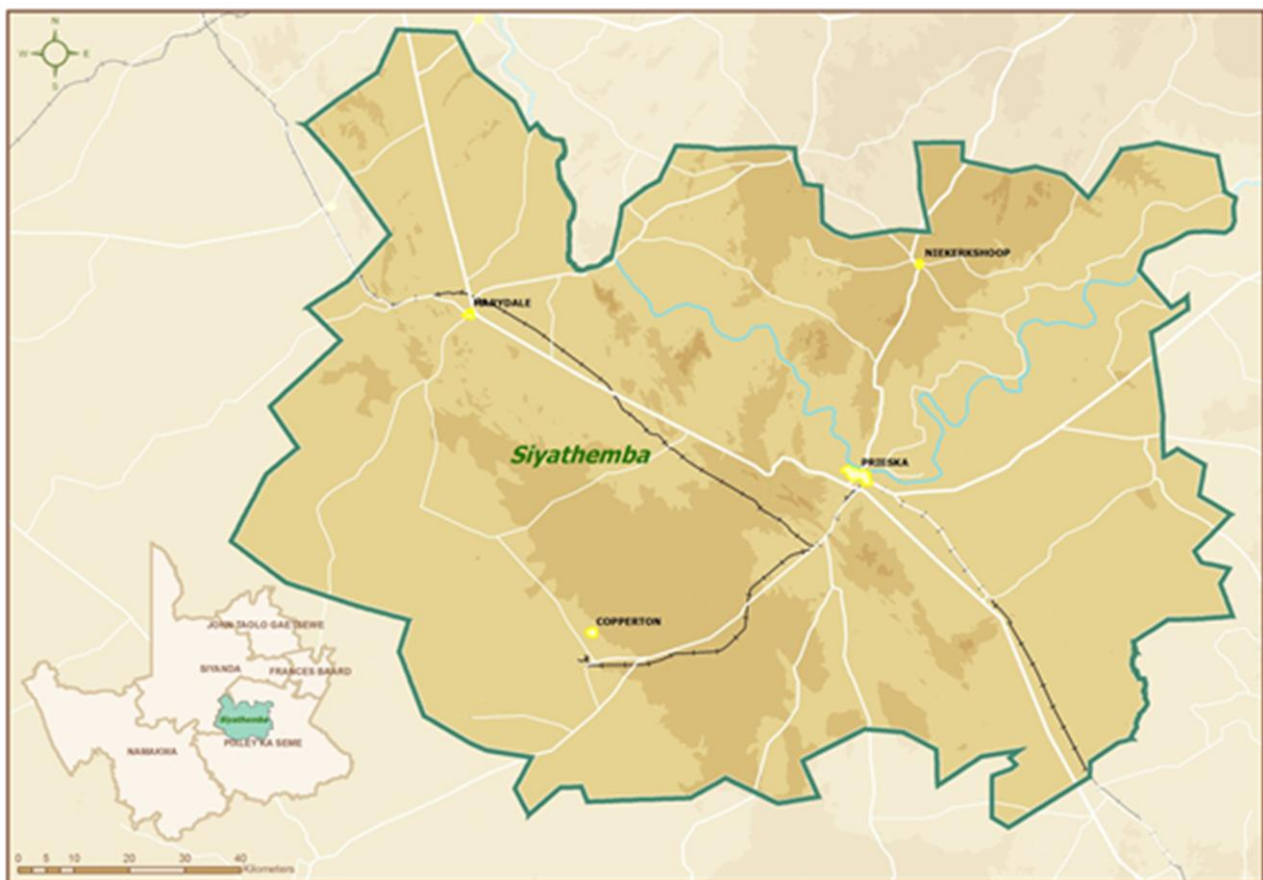


2 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

2.1 LOCALITY OF THE MUNICIPALITY

Siyathemba Municipality is a Category B Municipality (NC077), established in 2001, in accordance with the demarcation process. The Municipality is located within the central eastern parts of the Northern Cape Province on the banks of the Orange River, and falls within the boundaries of the Pixley ka Seme District. The nearest business centre is Kimberley, which is about 220km away.

Figure 1: Locality map





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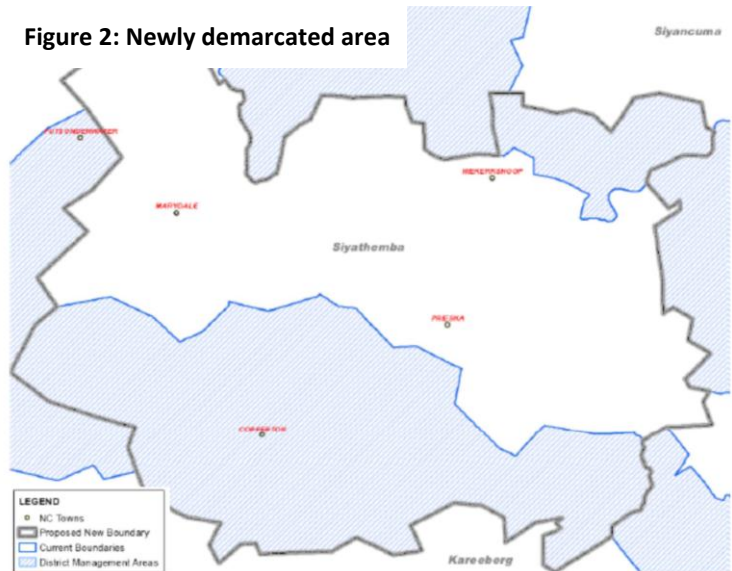
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Siyathemba Municipality was initially made up of three entities, namely, Prieska, Marydale and Niekerkshoop. After demarcation the area was extended to include not only the towns and surrounding suburbs of Marydale, Niekerkshoop and Prieska but also Copperton.

Copperton is an old mining town that was sold to a private owner after the closing of the Mine. The town is currently on a long term lease by the Request Trust.

Figure 2: Newly demarcated area



Some of the houses were initially demolished and after the lease agreement was signed with the Request Trust, an agreement was reached that the rest of the houses could be retained. An agreement was reached between the Lessee and Alkantpan (Amscor) for the delivery of water, sanitation, and electricity services. Amscor also maintained one of the main roads.

The municipal area encompasses a geographic area of approximately 8,200km², which implies that Siyathemba Municipality accounts for 8% of the total district surface area and approximately 3% of the provincial area. The Municipality is divided into 4 Wards.

Table 1: Local Municipality Structure

Ward	Area ²
Ward 1	Ethembeni in Prieska
Ward 2	Prieska
Ward 3	Section in Prieska including Copperton, farms and Marydale town
Ward 4	Section in Prieska, farms and Niekerkshoop



2.2 SOCIO-ECONOMIC CONDITIONS OF THE MUNICIPAL AREA

2.2.1 MUNICIPAL POPULATION

The local and regional population is illustrated in the table below. From this Table, it is evident that the Siyathemba Municipality had a local population of just more than 21,000 people during 2010³.

Table 2: The Local and Regional Population Region

	2004	2006	2008	2010
South Africa	46,745,940	47,827,370	48,911,245	49,991,472
Northern Cape	1,088,672	1,089,227	1,093,823	1,103,918
Pixley Ka Seme	190,396	185,334	180,082	179,507
Siyathemba	21,441	21,312	21,239	21,333

In regional context, this meant that the Siyathemba Municipality contributed 11.9% to the District population (i.e. the second largest LocalM in the District by population) and 1.9% to the population of the Northern Cape.

The most dominant population group is Coloured⁴. This group represents 80% of the total population in the municipal area. The other groups are black (12%) and white (8%).

Afrikaans⁵ is the most widely spoken language (78%). There is an insignificant number of people which speaks other languages. A total of 824 people indicated that IsiNdebele is their first language and 91 people speak Setswana.

2.2.2 AGE AND GENDER COMPOSITION

The Age & Gender Profile of the local population is illustrated by Figure 1⁶. With regards to this Profile, the following observations were made:

³ LED Strategy, March 2012

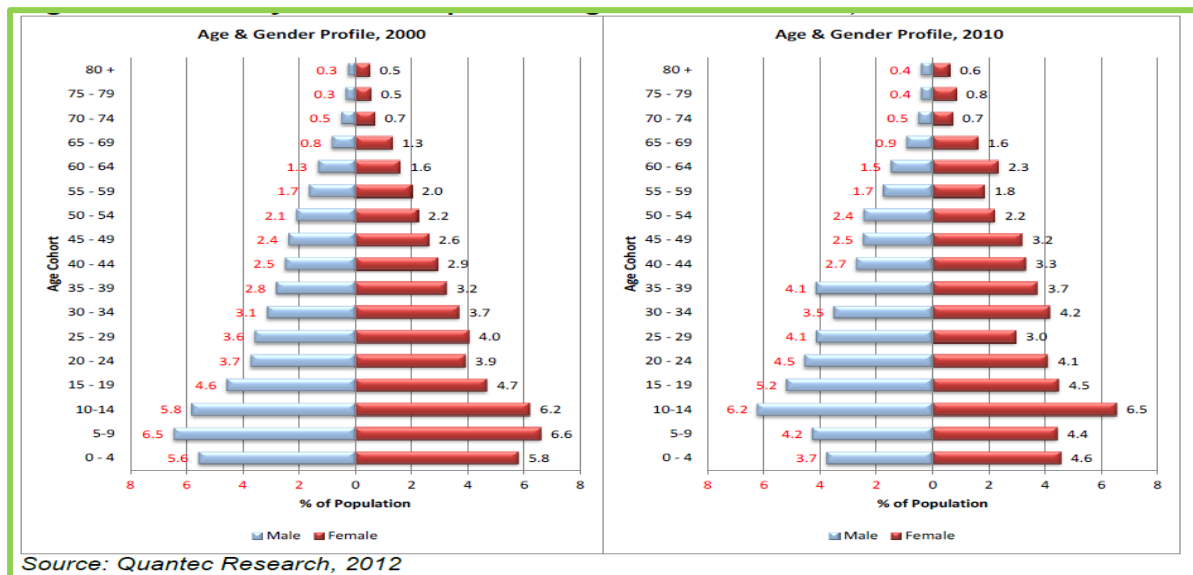
⁴ Community Survey 2007; www.statssa.gov.za

⁵ Community Survey 2007; www.statssa.gov.za

⁶ LED Strategy, March 2012



Figure 3: Age and Gender profile



- There were slightly more females (51.4%) than males (48.6%) among the local population during 2010. It was, however, noted that the population became slightly less female dominant since 2000, when 52.4% of the population were female.
- The working age group (15 to 64) contributed 64.4% to the local population in 2010. This age group has increased proportionately (from 58.6% to 64.4%) in relation to the other age groups. Since 2000, this group increased by approximately 1,210 people.
- The working age population is slightly male dominant. Since 2000, male working age population increased by around 928 men in absolute terms, while the number of women increased by about 282.
- The age dependency ratio declined from 0.7 in 2000 to 0.6 dependents (children & the elderly) in 2010 for every working age adult.
- Since 2000, the proportion of children under the age of 15 declined by 6.7%. This means that the age profile of the local population is becoming older. The number of children in the area also declined from around 14,700 during 2000 to just above 12,000 in 2010.

The population of Siyathemba declined from just over 21,370 people in 2000 to about 21,330 in 2010 (see Figure 2.2). This implies that the population contracted by 0.4% on average per annum. This growth rate is slightly lower in the Pixley ka Seme District Municipality, which contracted 0.7% p.a. The decline of the Siyathemba population was mainly driven by lower fertility rates.

2.2.3 HIV/AIDS PREVALENCE⁷

In the Draft LED Strategy for Siyathemba Municipality, reference is made to the HIV/AIDS prevalence in the area. It is indicated that data from the Actuarial Society of South Africa was used. During

⁷ LED Strategy, March 2012



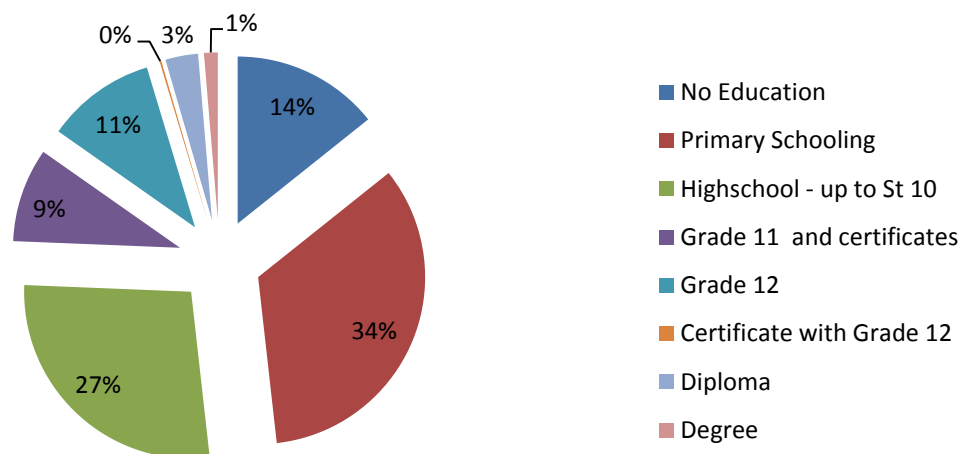
2010, the HIV/AIDS prevalence rate of the Siyathemba population was 6.0% compared to the District rate of 6.5%. These rates compared well to the Northern Cape (7.6%) and South African (12.6%) averages in the same year.

2.2.4 LEVELS OF EDUCATION

Education and training satisfy the basic human need for knowledge and skills, thereby providing a means for meeting other basic needs. The level of education in a given population influences that population's welfare through effects on health, fertility and life expectancy. Education helps to increase the value of other forms of social and physical investment.

The educational profile for all persons aged 20 in Siyathemba is indicated below. A total of 14% of the population had no schooling, while 34% had primary school education. Just 4% of the population has a degree or diploma⁸.

Figure 4: Percentages of Estimated Levels of Education all Persons Aged 20 and Older⁹



The Adult Education Profile of Siyathemba did not improve over the past ten years. Since 2000, the number of adults with a Matric Certificate decreased from about 1,845 (or 15.3% of the adult population) to around 1,820 in 2010 (i.e. an average decrease of 0.1% per annum). It was also noted that the portion of adults with a tertiary qualification had increased from about 530 in 2000 to around 640 in 2010¹⁰.

2.2.5 HOUSEHOLD FINANCIAL STATUS

Household income is one of the most important determinants of welfare in a region. The ability to meet basic needs, such as food, clothing, shelter and basic amenities is largely determined by the

⁸ Community Survey, 2007, www.statssa.gov.za; accessed 16 April 2011.

⁹ Community Survey 2007, www.statssa.gov.za; accessed 21 February 2011.

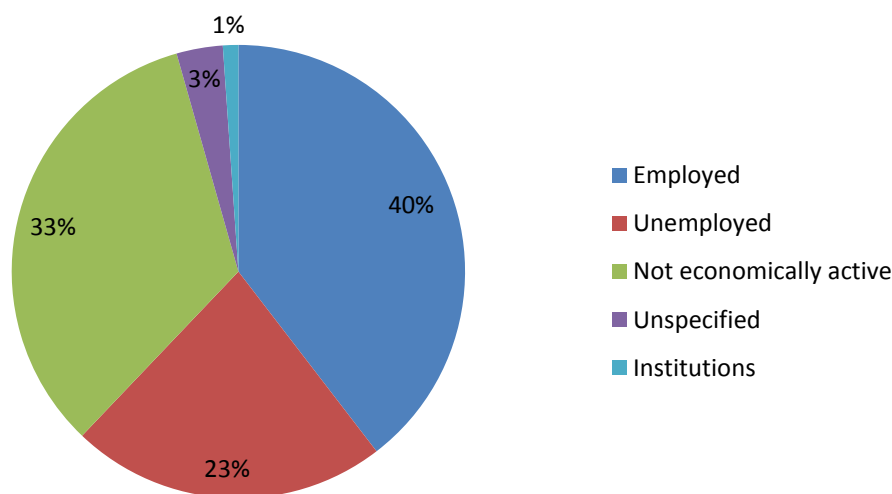
¹⁰ Local Economic Development strategy, March 2012



level of income earned by households. Poverty is often defined as the lack of resources to meet these needs.

For all persons aged 15-65, the employment status within the Siyathemba Municipal Area is as follows: 40% is employed, 33% is not economically active, and 23% is unemployed.

Figure 5: Estimated Employment Status¹¹

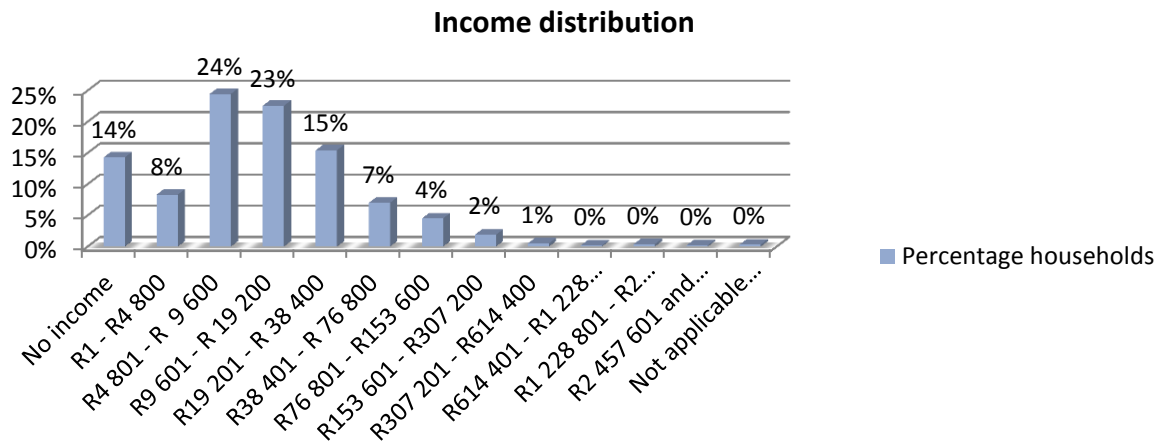


Although the employment status appears positive (40% employed) from a financial perspective, the status of the municipal population is poor. 70% of all households earn less than R19,200 per annum (or less than R1,600 per month.) This implies that at least 70% of households within the municipal area would qualify as indigent. Currently, a household qualifies as an indigent if they receive less than the equivalent of 2 state pensions (R2160) per month.

¹¹ Community Survey 2007, www.statssa.gov.za; accessed 21 February 2011.



Figure 6: Annual Household Income¹²



The Table below illustrates the distribution in household consumption expenditure in the study area and the larger region¹³. From this Table, it is evident that households in all the areas under observation spend most of their disposable income on food, beverages and tobacco. This is especially true with regards to households in Siyathemba, which spend around 26% of their income on this product group. In comparison, local households spend slightly less (7.2%) on durable goods, such as furniture and personal transport equipment in line with the Northern Cape (7.2%).

Table 3: Household Expenditure Items¹⁴

Household Expenditure Item	Northern Cape	Pixley ka Seme DM	Siyathemba LM
Furniture, household appliances, etc.	1.30%	1.10%	1.10%
Personal transport equipment	3.80%	3.70%	3.70%
Recreational and entertainment goods	1.60%	1.70%	1.80%
Other durable goods	0.60%	0.60%	0.60%
Clothing and footwear	4.30%	4.00%	4.10%
Household textiles, furnishings, glassware, etc.	1.20%	1.00%	1.00%
Vehicle tyres, parts and accessories	1.20%	1.20%	1.20%
Recreational and entertainment goods	0.90%	0.90%	1.00%
Miscellaneous goods	0.60%	0.60%	0.60%
Food, beverages and tobacco	27.30%	26.50%	26.00%
Household fuel and power	3.00%	3.10%	3.00%
Household consumer goods	3.90%	3.80%	3.70%
Medical and pharmaceutical products	1.80%	1.90%	2.00%
Petroleum products	3.20%	3.00%	3.10%
Recreational and entertainment goods	0.70%	0.80%	0.80%

¹² Community Survey 2007, www.statssa.gov.za

¹³ LED Strategy, March 2012

¹⁴ LED Strategy, March 2012



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Household Expenditure Item	Northern Cape	Pixley ka Seme DM	Siyathemba LM
Rent	14.70%	15.20%	14.60%
Household services, including domestic servants	2.70%	2.80%	2.80%
Medical services	6.00%	6.30%	6.50%
Transport and communication services	8.90%	9.10%	9.10%
Recreational, entertainment and educational services	3.90%	3.90%	4.00%
Miscellaneous services	8.50%	8.70%	9.30%
Total	100.00%	100.00%	100.00%

Other observations in this regard reveal that households in Siyathemba typically spend less on entertainment, medical services & pharmaceutical products and transport. Although this Expenditure Profile would also be skewed in relation to the income profile, it does reveal that local communities spend a larger part of their income on “necessary” items rather than “luxury” items.

During 2007, some 5,200 people in Siyathemba received social grants, which accounted for 11.9% of such grants in the District¹⁵. The most popular grant received by dependents in all four regions under observation was the Child Support Grant. In Siyathemba, around 2,600 people received this grant during 2007. In fact, the Child Support Grant made up 50.8% of all Social Grants received in Siyathemba, slightly lower than Pixley ka Seme, Northern Cape and South Africa during 2007.

The second most popular Social Grant received by dependents in all four regions was Disability, followed by Old Age Pensions Grants. In Siyathemba, some 1,200 people received a Disability Grant, while about 1,400 received an Old Age Pension Grant during 2007.

2.2.6 CRIME¹⁶

During 2010, nearly 839 crimes were reported at Police Stations within the Siyathemba Municipal Area. Since 2005, the total number of reported crimes has increased by 0.2% on average per annum. Table 2.6 presents the distribution of crimes reported at local Police Stations during 2010.

In Siyathemba, the most crimes were reported at the Prieska Police Station (595 reported incidents) during 2010, followed by Marydale (158 reported incidents). In this regard, the following observations were made:

- ✎ **Prieska** – The most common type of reported incidents here during 2010 was *assault with the intent to inflict grievous bodily harm*, followed by *theft*. The number of crimes reported at the local Police Station increased from 574 in 2009 to 595 in 2010. The fastest growing crime type currently is *assault with the intent to inflict grievous bodily harm*.

¹⁵ LED Strategy, March 2012

¹⁶ LED Strategy, March 2012



- ✂ **Niekerkshoop** – The most frequently reported incidents during 2010 were *stock theft*, followed by *assault with the intent to inflict grievous bodily harm*. The number of crimes reported at the local Police Station decreased from 119 in 2009 to 86 in 2010. The fastest growing crime type currently is *stock theft*.
- ✂ **Marydale** – During 2010, the crime most often reported were *assault with the intent to inflict grievous bodily harm*, followed by *common assault*. The number of crimes reported at the Local Police Station increased from 129 in 2009 to 158 2010. The fastest growing crime type currently is *drug related crime*.



3 POWERS AND FUNCTIONS OF THE MUNICIPALITY

Government has the responsibility to make Policies and Laws about the rights and responsibilities of citizens and the delivery of Government Services. Government collects revenue (income) from taxes and uses this money to provide services and infrastructure that improves the lives of all the people in the Country, particularly the poor.

3.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

The Constitution of South Africa sets the rules for how Government works. There are three spheres of Government in South Africa namely National Government, Provincial Government and Local Government.

The spheres of Government are autonomous and should not be seen as hierarchical. The Constitution stipulates: “The spheres of government are distinctive, inter-related and inter-dependent.” At the same time they all operate according to the Constitution and Laws and Policies made by National Parliament.

Section 152 of the Constitution of the Republic of South Africa, 1996 sets out the objectives of Local Government as follows:

- ✂ to provide democratic and accountable government for Local Committees;
- ✂ to ensure the provision of services to communities in a sustainable manner;
- ✂ to promote social and economic development;
- ✂ to encourage the involvement of communities and community organizations in the matters of Local Government.

The responsibilities of Local Government are clearly spelled out within Schedules 4 and 5 of the Constitution.

The sphere of Local Government consists of Municipalities. A Municipality has the right to govern, on its own initiative, the Local Government Affairs of its community, subject to National and Provincial Legislation, as provided for in the Constitution.

The whole of South Africa is divided into Local Municipalities. Each Municipality has a Council where decisions are made and municipal officials and staff who implement the work of the Municipality.

The Council is made up of elected members who approve Policies and By-laws for their area. The Council has to pass a budget for its Municipality each year. They must also decide on Development Plans and service delivery for their Municipal Area.



There are three different kinds of Municipalities in South Africa:

- ✂ *Metropolitan Municipalities (Category A):* A Municipality that has exclusive Municipal Executive and Legislative Authority in its area. Metropolitan Municipalities exist in the six biggest cities in South Africa. They have more than 500 000 voters and the Metropolitan Municipality co-ordinates the delivery of services to the whole area.
- ✂ *Local Municipalities (Category B):* A Municipality that shares Municipal Executive and Legislative Authority in its area with a Category C Municipality within whose area it falls. Areas that fall outside of the six Metropolitan Municipal Areas are divided into Local Municipalities. There are a total of 231 of these Local Municipalities and each Municipality is broken up into Wards. The residents in each Ward are represented by a Ward Councilor.
- ✂ *District Municipalities (Category C):* A Municipality that has Municipal Executive and Legislative Authority in an area that includes more than one Municipality. District Municipalities are made up of a number of Local Municipalities that fall in one district. There are usually between 3 - 6 Local Municipalities that come together in a District Council and there are 47 District Municipalities within South Africa.

A System of further categorisation of Municipalities was introduced by the Municipality Infrastructure Investment Framework (MIIF) to more accurately understand the differentiated challenges facing the Municipalities. This categorisation focused on the size of Municipalities in terms of population, percentage of urban population, service backlogs, future demands and size of municipal budgets. This categorisation is as follows:

- A: Metros: Large urban complexes with populations over 1 million and accounting for more than 50% of all municipal expenditure in the Country
- B1: Local Municipalities with large budgets and containing secondary cities
- B2: Local Municipalities with large town as a core
- B3: Local Municipalities with small town, with relatively small population and significant proportion of urban population but with no large town as a core
- B4: Local municipalities which are mainly rural with communal tenure and with, at most, or of two small towns in their area
- C1: District Municipalities which are not Water Service Authorities
- C2: District Municipalities which are Water Service Authorities

Siyathemba Municipality is a Category B Municipality and according to the further categorisation in the MIIF, we are a Category B4 Municipality.

The Constitution stipulates a Municipality has Executive Authority in respect of, and has the right to administer the following activities:

Schedule 4

- Air pollution
- Building Regulations
- Child care facilities

Schedule 5

- Beaches and amusement facilities
- Billboards and the display of advertisements in public places



Schedule 4	Schedule 5
<ul style="list-style-type: none"> ▪ Electricity and gas reticulation ▪ Fire fighting services ▪ Local tourism ▪ Municipal Airports ▪ Municipal planning ▪ Municipal health services ▪ Municipal public transport ▪ Municipal public works only in respect of the needs of Municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other Law ▪ Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto ▪ Storm water management systems in built-up areas ▪ Trading Regulations ▪ Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems 	<ul style="list-style-type: none"> ▪ Cemeteries, funeral parlours and crematoria ▪ Cleansing ▪ Control of public nuisances ▪ Control of undertakings that sell liquor to the public ▪ Facilities for the accommodation, care and burial of animals ▪ Fencing and fences ▪ Licensing of dogs ▪ Licensing and control of undertakings that sell food to the public ▪ Local amenities ▪ Local sport facilities ▪ Markets ▪ Municipal abattoirs ▪ Municipal parks and recreation ▪ Municipal roads ▪ Noise pollution ▪ Pounds ▪ Public places ▪ Refuse removal, refuse dumps and solid waste disposal ▪ Street trading ▪ Street lighting ▪ Traffic and parking

3.2 WHITE PAPER ON LOCAL GOVERNMENT, MARCH 1998

The fact that Municipalities have the Constitutional duty to provide services does not mean that the delivery of services is easy and without problems. In order to facilitate the task of Municipalities, certain "Principles for Service Delivery" are contained in the White Paper on Local Government, 1998. These Principles that have been set to facilitate the delivery options of Municipalities, can be summarized as follows:

✂ Accessibility of services

At least a minimum level of services must be made available to all persons residing within the municipal area and imbalances in access to services must be addressed through Development Programmes.

✂ Affordability of services

Municipalities should ensure affordability of services through:

- ≈ setting tariffs, which balance the economic viability of service provision with the ability of the poor to access services;
- ≈ determining the appropriate service levels - neither too high nor too low;



≈ cross subsidization within and between services.

✂ Quality of products and services

Quality of services relates to matters such as sustainability for purpose, timeliness, convenience, safety, continuity and responsiveness to service-users.

✂ Accountability for services

The Municipality remains accountable for ensuring the provision of quality services, notwithstanding the service delivery mechanism chosen.

✂ Integrated development and services

The planning and provision of service delivery should be integrated with Municipal Policy Objectives, such as poverty eradication, special integration and job creation through public works.

✂ Sustainability of services

The sustainability of services depends on financial and organizational systems, which support financial viability, as well as environmentally sound and social just use of resources.

✂ Value for money

The best possible use of public resources must be made to ensure access to affordable and sustainable services.

✂ Ensuring and promoting competitiveness of local commerce and industry

The subsidization of domestic users by levying higher rates and service charges on business, industry and commerce must not lead to adversely affecting industry and commerce as this may cause these businesses to move elsewhere.

✂ Promoting democracy

Municipalities must promote the democratic values and principles enshrined in the Constitution.

This Act further introduced the notion of developmental Local Government. Developmental Local Government is defined as Local Government that is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives

Considering the Constitutional mandate, as well as the provisions of the White Paper, it can be summarised that the main function of Local Government is to provide goods and services that meets the social, economic and material needs of the people. Principles that underpin the manner, in which these goods and services are provided, should be democracy, accountability, sustainability and public participation.



3.3 LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

In order to play the critical role, Municipalities are mandated to undertake a process of Integrated Development Planning. The main objective of Integrated Development Planning is to forge greater and better coordination and integration of development initiatives by the various Development Agencies with each local space.

The principle Legislation which relates to the development of IDPs, is the Municipal Systems Act. Section 25 of the Act Supra mandates each Municipal Council to adopt a single, inclusive and Strategic Plan for the development of the Municipality. As a Strategic Plan of the Municipality, the IDP should therefore provide a clear road map for the Municipality that would take it from current situation to its desired state in five years. To this effect, the IDP must:

- ✂ Link, integrate and coordinate Plans and take into account, Proposals for the development of the Municipality
- ✂ Align the resources and capacity of the Municipality with the implementation of the Plan
- ✂ Form the Policy Framework and general basis on which Annual Budgets must be based
- ✂ Be compatible with National and Provincial Development Plans and planning requirements that are binding on the Municipality in terms of Legislation.

The Act further focuses on the internal systems and administration of a Municipality including:

- ✂ Public accountability and involvement
- ✂ Guidelines for making Bylaws
- ✂ Preparation of Integrated Development Plans (IDPs)
- ✂ Establishing of Performance Management Systems
- ✂ Introducing the differentiation between the Authority (WSA) and Provider (WSP) functions of a Municipality and ensuring its consistency with the Water Services Act
- ✂ Identifying the importance of alternative mechanisms for providing municipal services, and prescribing the requirements for entering into partnerships with others. In this instance, this would apply to a WSA contracting a WSP to fulfill the provider function.

3.4 MUNICIPAL STRUCTURES ACT (ACT NO. 117 OF 1998)

The Municipal Structures Act provides for the establishment of Municipalities in accordance with the requirements relating to Categories and Types of Municipalities. It sets out the criteria for determining the category of each Municipality Type, as well as defining the type of Municipality that may be established within each category, and the manner in which each of the municipal structures is to function and conduct itself. The Municipal Structures Act was amended by the Municipal Structures Amendment Act, 2000 (Act No. 33 of 2000). The primary purpose of the Municipal Structures Act, and the Structures Amendment Act, is:



- ✂ To provide for the establishment of Municipalities in accordance with the requirements relating to categories and types of Municipalities;
- ✂ To establish criteria for determining the category of Municipality to be established in an area;
- ✂ To define the types of Municipalities that may be established within each category;
- ✂ To provide for an appropriate division of functions and powers between categories of Municipalities;
- ✂ To regulate the internal systems, structures and office-bearers of Municipalities; and
- ✂ To provide for appropriate electoral systems.

3.5 MUNICIPAL FINANCE MANAGEMENT ACT (ACT NO. 56 OF 2003)

This Act applies to all Municipalities and Municipal Entities. The object of the Act is to secure sound and sustainable management of the fiscal and financial affairs of Municipalities by establishing norms and standards for:

- ✂ Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of Municipalities and Municipal Entities;
- ✂ The management of their revenues, expenditures, assets and liabilities and the handling of their financial resources;
- ✂ Budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of Government;
- ✂ Borrowing;
- ✂ The handling of financial problems in Municipalities;
- ✂ Supply chain management; and
- ✂ Other financial matters

A large part of the Municipal Finance Management Act deals with the requirements for a consistent and transparent Supply Chain Policy by Municipalities.



4 PROCESS FOLLOWED TO DEVELOP THE IDP

Integrated development planning is a process through which Municipalities prepare a Strategic Development Plan for a period of five years. The IDP is a product of the integrated development process. It is the principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision-making in a Municipality. All Municipalities must, in terms of the Municipal Systems Act of 2000, undertake an integrated development planning process, thus the IDP is a legislative requirement and has a legal status and it supersedes all other Plans that guide development at Local Government level.

In the past, Municipalities followed a specific methodology to develop/compile the IDP. The phases in this process were:

1. Pre-planning Phase
2. Establishment of Structures
3. Compilation Phase
 - a. Analysis Phase
 - b. Strategies
 - c. Projects
 - d. Integration
4. Approval

The 2009 State of the Local Government Report noted that a number of Municipalities were under distress. These Municipalities primarily had difficulties delivering expected services to communities. The Report recommended that urgent and focused interventions had to be provided to enable Municipalities to deliver services effectively and efficiently. One of the critical processes which will assist Municipalities in service delivery, is the development of credible IDPs.

The Department of Co-operative Governance, Human Settlements and Traditional Affairs therefore embarked on a process to simplify the current IDP process. The development and implementation of this simplified Framework does not mean a compromise on the quality of the Plan or the provision of inferior services. Instead, it refers to the development of a Planning Framework that is simplified in a way that makes it easy for smaller Municipalities to develop implementable, demand responsive plans that address sustainable development.

Siyathemba Municipality was therefore invited by the Department of Co-operative Governance, Human Settlements and Traditional Affairs to form part of the “Simplified IDP Framework” – Process. The Municipality attended the work session on the 19th of March 2012 during which the process was explained.



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Siyathemba Municipality aims to comply with this Process during 2012 and therefore to have an IDP for 2012 on the new format. The methodology we followed is indicated in the figure below.



Table 4: Process

Activity	Sub Activity	Target Dates
1 IDP 2011	IDP 2011 is used as the basis document for the 2012 IDP. The comments received from the various Sector Departments were used to improve the 2012 IDP.	June 2011
2 Project Wish List	The Municipality requested all the various Communities/Institutions in the area to submit projects which they want to see in the IDP.	November 2011
3 Compilation of Draft Document	The information available in the 2011 IDP Document was used to populate the new 'Simplified Format'. Information from 2011 is updated with the latest available data. Comments from the various divisions in the municipality were worked into the 2012 Document.	1st Draft submitted to Council on 28 March 2012. 2 nd Draft ready for Public Participation 13 April 2012. Final Draft ready for public comments (21 days) 30 April 2012.
4 Public Participation	2 nd Draft IDP is taken back to the communities. Community Meetings are held in the 3 towns. Final Draft IDP is available at the Municipality for 21 day for comments.	17-19 April 2012 30 April 2012
5 Finalisation of Document	All the comments received from the public participation process will be worked into the document. All the comments received from the Sector Departments will be worked into the final document	IDP submitted to Council for approval 29 May 2012. IDP Engagement session took place 28 May 2012.



5 STATUS QUO ASSESSMENT

In the paragraphs below, the current state of affairs within the Municipality with relation to the key performance indicators, are discussed. In each of the sections, status quo information is provided.

The following aspects should be taken note of:

- ✂ Information used in the IDP is sourced from various other Plans and Strategies previously developed by the Municipality. Reference will be made to the source used and will be indicated as a footnote for that specific section. For example, statistics with regards to water and sanitation delivery is based on the GeoDatabase information from the Department of Water Affairs, Local Economic Development information is sourced from the Draft LED Strategy for the Municipality.
- ✂ The Municipality does have a generic Spatial Development Framework (SDF) developed by the District Municipality during 2006. The SDF for Siyathemba indicated potential areas where development is most likely to occur. It did however not stipulate the level of services. In all the sub categories of Point 6.1 Service Delivery and Infrastructure Development, the Municipality will state their vision with regards to the level of service. The generic SDF is attached.
- ✂ The Municipality does not have a Migration Plan in place. The population figures in Siyathemba Municipality is however relatively consistent over the past years.

5.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance
Intended Outcome	Sustainable delivery of improved services to all households

5.1.1 WATER



All households to have access to at least clean piped water 200 from household.

Siyathemba Municipality is the Water Services Authority (WSA) and Water Services Provider (WSP) for the 3 towns within their area of jurisdiction. The Municipality strives to fulfil all the WSA and WSP functions, as stipulated in National Legislation.

As WSA, the Municipality needs to ensure access to services, develop a WSDP, compile Policies and Bylaws and put in place institutional arrangements for the delivery of services. As WSP, the Municipality needs to ensure that services are rendered in an effective, efficient and sustainable manner according to the Legislative and Planning Documents developed by the WSA. Operation and maintenance, asset management and customer care are therefore important.

In the paragraphs below, the most critical aspects with regards to water service delivery will be discussed.



Water services are rendered in Prieska, Niekerkshoop and Marydale. The Municipality is also supplying bulk water to Copperton, but Alkantpan (Amscor) is responsible for the delivery of water, sanitation, and electricity services. No services are currently being rendered on farms.

The Spatial Development Framework of the Municipality does not indicate an approved level of water services. The Municipality however strives to have a basic level of service on erven, before people move into that specific area. House connections are therefore the level of service the Municipality strives to provide. In informal areas, standpipes are provided as an interim level of service.

The Municipality understands, as Water Service Authority, that a proper planning document should be in place to coordinate all water services initiatives. Siyathemba Municipality therefore supports the initiative from the Department of Water Affairs to compile Water Services Development Plans (WSDP). DWA National made a new WSDP Guideline available in January 2010. Since then, the new WSDP Guideline has been revised several times to improve the content of the WSDP. Currently, the new WSDP Guideline consists of the following WSDP documentation:

Table 5: WSDP Status

WSDP components	Outcome
WSDP Module 1 (Knowledge)	Module 1 indicates all related enabling factors per water services topic listed in a tabular format to present an overall status quo of information on a WSA level. The objective of Module 1 is to identify gaps and shortcomings
WSDP Module 2 (Information)	This module will provide detail information regarding the different topics, as well as house all information regarding certain aspects with a topic. The objective of Module 2 is to obtain detail information to address gaps identified in Module 1 and to incorporate them into Module 2.
WSDP Module 3 (Strategies)	Module 3 relates to Strategic Plans. The objective of Module 3 is to develop Strategies identified as gaps in Module 1 and incorporate them into Module 3.
IDP Input Report	This Report will be an outflow from the existing WSDP Module 1 disseminating the required information in a standardized report to the IDP process for incorporation during development stages. The objective of this Report is to assist Local Government and WSAs with inputs regarding the IDP Development and IDP Evaluation Process.
Annual Business Plan	This report will be an outflow from the existing WSDP Module 1. According to the Act of 1997, Section 12, each WSA should annually compile a Business Plan which describes actions dealt with in terms of water and sanitation services. The objective of the task is to assist Local Government and WSAs with inputs regarding the compilation of a WS Business Plan.

Siyathemba Municipality completed WSDP Module 1, 2, 3, the IDP Input Report and Annual Business Plan.



5.1.1.1 Water Provision: Catchment to Consumer

Prieska is abstracting water from the Orange River whilst Marydale and Niekerkshoop are dependent on groundwater. Copperton receives its water from the Orange River via Prieska.

In the paragraphs below, a short description of the current water infrastructure is provided.

a. Prieska

The total volume of potable water for Prieska is supplied from the Flippie Holtzhauzen Water Treatment Plant that extracts all its raw water from the Orange River. Electrically driven pumps (4) which can deliver up to 200ℓ/s to a purification plant, are used. The purification plant has a capacity of 6 Mℓ/day and potable water is stored in two potable water reservoirs. Water is pumped by two pumps (that operate alternately) from the water treatment plant via a 150mm, a 200mm and a 300mm pipeline to three nearby distribution reservoirs, as can be seen on Figure 19. Two of the reservoirs have a volume of 2.27 Mℓ and the third, 0.34 Mℓ. These reservoirs are hereafter referred to as the Koppie Reservoirs. The 300mm pipeline is a dedicated line from the pumps at the water treatment plant to the reservoirs. The 200mm pipeline has a connection to a 300mm line that supplies the other reservoirs in the system from the Koppie Reservoirs. The 150mm pipeline connects the water treatment plant to the smaller 0.34 Mℓ capacity reservoir. This reservoir is located next to, but slightly lower than the two larger reservoirs. The 150mm pipeline has many direct connections with the distribution system and is not a dedicated supply to the reservoir. There is a bulk water meter at the water treatment plant that measures all the fresh water pumped from the water treatment plant. The water treatment works is in a good condition and not used at its full capacity.

b. Marydale

In Marydale, water supply is obtained from 6 production boreholes. The rated capacity of the boreholes is 8.9 ℓ/s. The safe yield of the 6 boreholes per year is 276,820.80m³. Submersible pumps withdraw the water from 6 production boreholes and pump the water to two high lying water distribution reservoirs. The reservoirs store water for use during periods of peak demand and provide the pressure needed to reticulate water to the town. There is no water treatment works facility in Marydale. Water is disinfected in the two reservoirs by adding floating chlorinators.

c. Niekerkshoop

Water delivery to the community for human consumption at Niekerkshoop consists of ground water from five boreholes namely GWK1, GWK2, Municipal Offices, G42098 and GWK 3. The water is abstracted with supply lines to the existing two reservoirs with a combined capacity of 0.4 Mℓ. From these reservoirs water is distributed to the water reticulation system to the consumers of Niekerkshoop. There is no water treatment works facility in Niekerkshoop. Water is disinfected in the two reservoirs by adding floating chlorinators.



d. Copperton

A 450 mm diameter concrete lined steel pipeline, together with a dedicated water treatment works, was constructed by the Copperton Mine in 1970's for supplying water from Prieska to the Mine. The total pipeline length from the water treatment works at Prieska to Copperton is approximately 52 km. After the Mine was closed down in about 1988, the ownership of the pipeline was transferred to Alkantpan, who is using the pipeline to supply water to their testing facilities close to Copperton. Alkantpan is the Owner of the pipeline and also operates and maintains the pipeline.

The water demand on the pipeline in 2008 was estimated at 0.45ML/day, and includes the provision to Althantpan, Copperton and some of the farms on the pipeline route. Water meters are connected at each demand point and the water is measured on a monthly basis.

The total length of the pipeline is approximately 52 km and the first approximately 40 km of the pipeline is a pumping main, from Prieska Water Treatment Works to a set of reservoirs from where it gravitates for approximately 12 km to the Mine in Copperton.

Since the transfer of the pipeline in 1990, there were no pipe bursts or leaks detected on the pipeline. Altkantpan has two staff members responsible for the operations and maintenance of the pipeline.

According to the Kareeberg Bulk Water Supply Implementation Readiness Report, no evidence was found that could indicate that the pipeline is in a poor condition. However, limited maintenance has been done on the pipeline since it was transferred to Altkantpan. The lack of maintenance on air valves, especially a pumping main where pumps are switched on and off regularly, could increase the possibility of cavitation due to insufficient air release points, which may result in damage to the internal lining.

There is a group of steel reservoirs at the end of the pumping main, approximately 40 km from the Prieska WTW. The total capacity is 10,9ML. The reservoir near Copperton has a capacity of 2 ML. The set of reservoirs at the end of the pumping main consist of five reservoirs, two of which are 4 ML each and three of which are 0.5 ML each. According to the Kareeberg Bulk Water Supply Report, little maintenance was done on all the reservoirs and the operational valves. No leaks were detected on the group of five reservoirs that are situated at the end of the pumping main, which are currently in use. No corrosion was spotted.

A recommendation was made in the above mentioned Report that a CCTV camera investigation should be conducted to determine the condition of the pipeline.



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5.1.1.2 Level of Service

The Municipality progressed very well in reaching the National Target to eradicate water needs in their area of jurisdiction. The DWA Geodatabase reflects that most of the backlogs have been addressed.

Table 6: Water Level of Services: Formal

Settlement	Households 2011	House connection	Erf Connection	Communal Standpipe	Communal Standpipe> 200m	None	TOTAL WATER FORMAL STANDS
Marydale	785	202	449	0	0	0	651
Niekerkshoop	493	156	294	0	0	40	450
Prieska	3,089	2,650	10	365	0	0	3,025
TOTAL	4,367	3,008	753	365	0	40	4,126

Table 7: Water Level of Services: Informal

Settlement	Households 2011	House connection	Erf Connection	Communal Standpipe	Communal Standpipe>200m	None	TOTAL WATER INFORM AL HH
Marydale	785	0	0	129	0	0	129
Niekerkshoop	493	0	0	0	0	0	0
Prieska	3,089	0	0	0	0	0	0
TOTAL	4,367	0	0	129	0	0	129

The Municipality confirmed that bulk water infrastructure is already available for the 40 households in Niekerkshoop. House connections will be made by technical staff of the Municipality.

5.1.1.3 Water quality

The Municipality participated in the Blue Drop Certification Programme from the Department of Water Affairs.

The Municipalities scored an overall average of 40.95% during the 2011 Assessment. The following scores were obtained in each of the water supply systems:

- ✂ Prieska: 37.52%
- ✂ Marydale: 50.85%
- ✂ Niekerkshoop: 56.56%



The Blue Drop Certification Programme is measuring the entire Water Quality Management of a Municipality. The Municipality still needs to improve on specific criteria such as Criteria 1 (Water Safety Planning), Criteria 2 (Process Control and O&M) and Criteria 8 (Asset Management).

The water quality provided to the people of Siyathemba over the past 12 months (February 2011-February 2012) can be summarised as follows:

Table 8: Compliance Summaries

Supply System	Microbiological	Chemical	Physical	Operational
Marydale Borehole system	83.80%	86.50%	>99.9%	67.60%
Niekerkshoop Borehole System	88.50%	>99.9%	99.60%	77.60%
Prieska Orange River	98.50%	>99.9%	>99.9%	94.30%
TOTAL	91.60%	97.30%	99.90%	82.20%

The SANS241 requires 97% and 85% compliance for respectively Micro and Chemical. The Municipality must therefore improve on the microbiological compliance. These problems are mainly experienced in the borehole systems of Marydale and Niekerkshoop.

The Municipality has requested funds from DWA to assist in closing the gaps in drinking water quality management. An allocation was made to the Municipality and the Municipality started to develop the Water Safety Plan for the 3 Water Supply Systems. As part of the Water Safety Plan a management approved implementation plan is developed. The Municipality identified the execution of this plan as a priority.

5.1.1.4 Operation and Maintenance

The Municipality does not have an Operation and Maintenance Master plan available for any of their water infrastructure. This activity is listed as a possible project for future years.

The Municipality is however doing regular maintenance on their entire infrastructure.

5.1.1.5 Associated Facilities

There are 9 Schools and 6 Health Facilities in the Municipal Area. All facilities are serviced with water and sanitation services. The Municipality has enough resources in place to properly bill for the services it is providing.

5.1.1.6 Free Basic Services

Siyathemba Municipality is providing 6kℓ of free basic water to all the indigent households. An Indigent Policy is available which provides the detail with regards to who qualify as an indigent. The Register is updated on an annual basis.

During the 2010/11 financial year, 49% of the households were registered as indigents.



5.1.1.7 Related Projects

- ✂ The bulk water supply to Prieska is sustainable. It is envisaged that bulk water supply to Marydale and Niekerkshoop could become a problem within the next 15 - 18 years. Bulk Water Supply Studies are therefore conducted for Niekerkshoop.
- ✂ The Municipality is in the process to upgrade the Water Supply Network from the Boreholes to the 2 Reservoirs in Marydale. One of the Reservoir's capacities will also be increased.

5.1.1.8 Challenges

The following key challenges can be identified.

1. Studies indicated that the bulk water supply to Niekerkshoop and Marydale may become a problem in the next few years.
2. Although the municipality progressed very well with regards to the eradication of water needs in their area of jurisdiction, there is still some areas where services needed to be upgraded to a minimum RDP level.
3. No as-build drawings for the internal water reticulation network in Marydale is available.
4. The municipality are doing maintenance of infrastructure on an adhoc basis.
5. Currently the Municipality are not providing any services on farm areas.
6. The Blue drop score for the municipality is still very low.



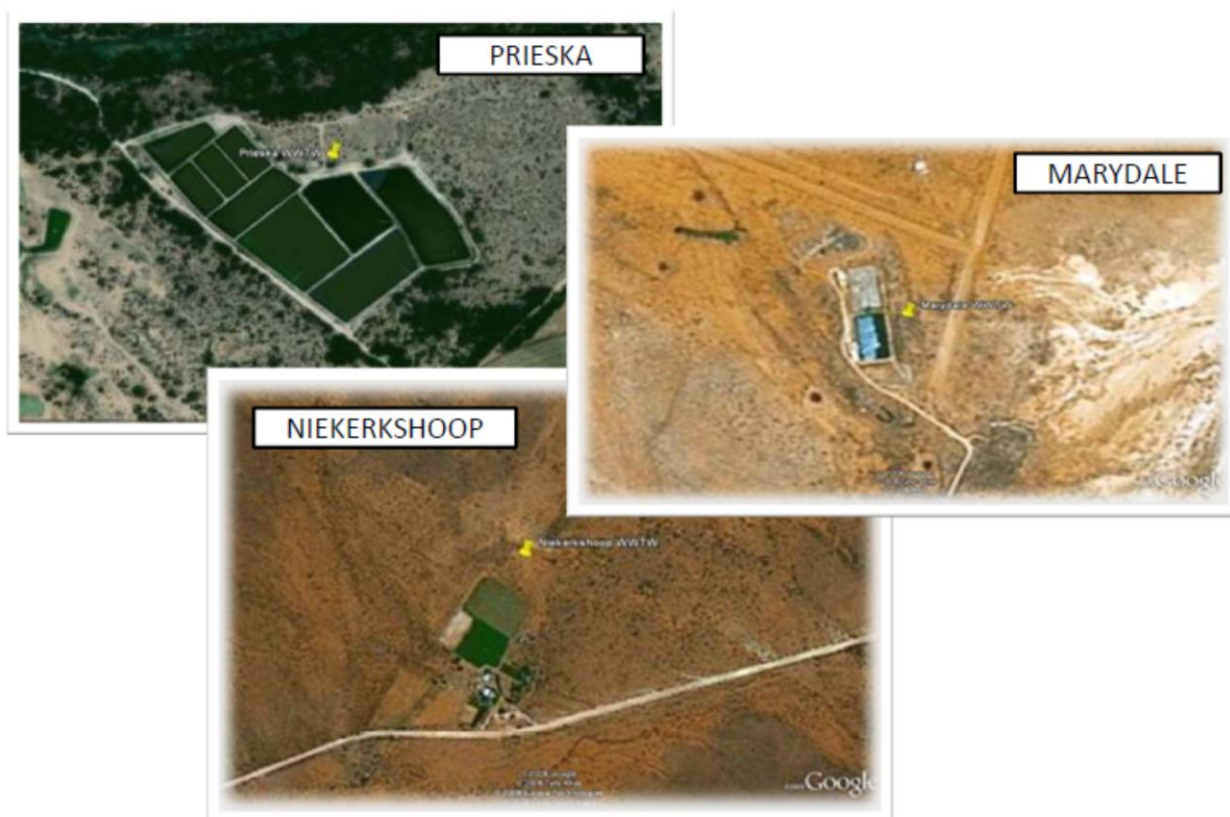
5.1.2 SANITATION



All households to have access to at least ventilated pit latrine on site.

Sanitation services are rendered in Prieska, Niekershoop and Marydale. No services are rendered to Copperton, since Alkantpan (Amscor) is responsible for the delivery of water, sanitation, and electricity services. No services are currently being rendered on farms.

5.1.2.1 Wastewater and Collection Infrastructure



The Sanitation Systems in the 3 towns can be summarised as follows:

Table 9: Wastewater Supply Technology

	Prieska ¹⁷	Niekershoop ¹⁸	Marydale ¹⁹
Wastewater treatment works	Anaerobic digesters / Oxidation ponds	Oxidation ponds	Oxidation ponds
Design capacity	3Mℓ	3Mℓ	6.5Mℓ
Operate within design capacity	Yes	Yes	Yes
Collection services	1 pump station and approx. 57.3 km pipework	No pump stations and approx. pipework	No pump stations and approx. km pipework.

¹⁷ First order assessment, DWA

¹⁸ Calculation made based on size of ponds measured from Google maps

¹⁹ Calculation made based on size of ponds measured from Google maps



MARYDALE²⁰

The Sanitation System in the Marydale community consists of VIP toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff on a daily basis. The WWTW/Oxidation Pond System in Marydale is utilised for the sewer effluent from the conservancy tanks transported by tankers to the Works. The WWTW is in a process of being upgraded and the Council has submitted Business Plans to the relevant MIG Offices for possible funding of the project. No return flows from the oxidation ponds are available. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

NIEKERKSHOOP²¹

The Sanitation System in the Niekerkshoop community consists of VIP and UDS toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff on a daily basis. The WWTW/Oxidation Pond System in Niekerkshoop is utilised for the sewer effluent from the conservancy tanks transported by tankers to the Works. The WWTW is in a process of being upgraded and the Council has submitted Business Plans to the relevant MIG Offices for possible funding of the project. No return flows from the oxidation ponds are available and no quality tests are done. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

PRIESKA²²

The Sanitation System in the Prieska community consists of an internal sanitation system with waterborne sanitation network and onsite sanitation facilities. Furthermore, there are some septic tanks in areas not serviced with the sewer network.

The waterborne sewage contents gravitate through a network of underground sewer pipes to various collection sewage pump stations. Electrical driven submersible sewage pumps transfer the sewage to a main sewer pump station. From this pump station, another set of electrical driven submersible pumps pump the sewage to the Prieska Wastewater Treatment Plant.

The Wastewater Treatment Plant is an Anaerobic oxidation Pond System. The current capacity of the ponds is 2.2 Mℓ/day and the capacity used, is 95%. All final water or effluent is pumped to the

²⁰WRP Consulting Engineers, DMM, Golder, KV3, Zitholele (2009) *Development of a Reconciliation Strategy for All Towns in the Central Region, Frances Baard District Municipality in Northern Cape Province: Reconciliation Strategy for Marydale Town in Siyathemba Local Municipality in the Lower Vaal WMA*, Department of Water Affairs. P.16

²¹WRP Consulting Engineers, DMM, Golder, KV3, Zitholele (2009) *Development of a Reconciliation Strategy for All Towns in the Central Region, Pixley ka Seme District Municipality in Northern Cape Province: Reconciliation Strategy for Niekerkshoop Town in Siyathemba Local Municipality in the Lower Vaal WMA*, Department of Water Affairs. P.162

²²WRP Consulting Engineers, DMM, Golder, KV3, Zitholele (2009) *Development of a Reconciliation Strategy for All Towns in the Central Region, Pixley ka Seme District Municipality in Northern Cape Province: Reconciliation Strategy for Prieska Town in Siyathemba Local Municipality in the Lower Vaal WMA*, Department of Water Affairs. P.16



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Prieska Golf Club for irrigation of the lawns and fields. The final effluent is not disinfected with chlorine at this stage.

The ponds were upgraded during 2008. No laboratory tests are available on the waste water quality of the Prieska WWTW. Bucket sewage contents are emptied into a tanker and are transported to the Wastewater Treatment Plant.

5.1.2.2 Level of Service

The Municipality progressed very well in reaching the National Target to eradicate sanitation needs in their area of jurisdiction. According to the DWA Geodata base, the following level of services are provided:

a. Formal

Settlement	Households 2011	Flush to network	Conservancy tank	VIP	Bucket	None	Unknown	TOTAL SANITATION FORMAL HH
Marydale	785	0	264	213	173	1	0	477
Niekerkshoop	493	0	161	295	0	31	3	456
Prieska	3,089	2,660	0	58	0	307	0	2,718
TOTAL	4,367	2,660	425	566	173	339	3	3,651

b. Informal

Settlement	Households 2011	Flush to network	Conservancy tank	VIP	Bucket	None	Unknown	TOTAL SANITATION INFORMAL HH
Marydale	785	0	0	0	129	0	0	0
Niekerkshoop	493	0	0	0	0	0	0	0
Prieska	3,089	0	0	0	0	0	0	0
TOTAL	4,367	0	0	0	129	0	0	0

5.1.2.3 Free Basic Services²³

Siyathemba Municipality is providing free basic sanitation services to all the indigent households. These households do not pay the monthly rates and taxes on sanitation services. For buckets, VIP and conservancy tanks, the service are 100% subsidised by the Municipality. In the case of full waterborne sanitation, 70% of the rates and taxes are paid by the Municipality as part of Free Basic Services.

²³ Interview J Badenhorst, 2012-04-13



An Indigent Policy is available which provides the detail with regards to who qualify as an indigent. The Register is updated on an annual basis.

During the 2010/11 financial year, 49% of the households were registered as indigents.

5.1.2.4 Planning

The Municipality does not have any type of Master Plan Document available for sanitation services. Previously, it was addressed as part of the WSDP, but since the responsible Department has changed from DWA to CoGHSTA, this service is no longer discussed in detail in the WSDP.

It should however be noted that most of the critical issues with regards to sanitation service delivery, internal and bulk, have been addressed.

The Municipality is however in the process to compile a Wastewater Risk Abatement Plan to address all the risks with regards to wastewater management. The focus of this Plan is however on management issues and not specifically to improve the level of services and the upgrade of infrastructure.

5.1.2.5 Operation and Maintenance

The Municipality does not have an Operation and Maintenance Master plan available for all their intire sanitation infrastructure. This activity is listed as a possible project for future years.

The Municipality is however doing regular maintenance on their intire infrastructure.

5.1.2.6 Quality

The Municipality participated in the Green Drop Certification Programme implemented by the Department of Water Affairs.

An overall score of 18% were obtained. The specific Waste Supply System scored the following:

- ✂ Marydale: 15.2%
- ✂ Prieska: 21.9%
- ✂ Niekerkshoop: 17%

The following regulatory comments were made in the Green Drop Report 2011:

The Siyathemba Local Municipality has digressed markedly from their fairly good 2009 Green Drop scores (65-71%) to very poor ratings of 15-21% currently. These scores are pointing at some significant factors and decision that has been effected within the municipality, to allow such disgraceful digress in performance. The gaps in the current performance are reaching across all spheres of what is considered good practice in wastewater management. Five assessment areas were scored with 0%, whilst the remainder 4 areas did not fare much better to instil confidence. Of



interest is that the technical site visit did not concur with the evidence presented by the municipal staff during the assessment. The Prieska Plant, although not excellent, showed a site that is well maintained and properly operated. This would indicate either a low preparedness for the Green Drop Assessment or a focus on technical site work and not so much the administrative and managerial functions of the wastewater services business.

The overall trend for Siyathemba is therefore a strong negative, and is further evidenced by the CRR trends which indicate that 2 of the Plants are in now in **critical risk space** with a **100% CRR**. This situation demands the urgent attention of municipal management and provincial Local Government. Regulatory actions will be triggered via these findings.

Green Drop Findings:

1. Three of the 3 Wastewater Treatment Plants do not have adequate monitoring regimes in place. With this failure, comes the lack of credible scientific testing and reporting.
2. 100% of the plants are not in compliance with the Effluent Quality Discharge Standards employed within the Municipality.
3. None of the 3 Systems have capacity evidence or plans to rectify the non-compliance scenario, with the exception being Prieska.
4. Basic systems, procedures, manuals and processes are lacking for all 3 Systems, which is evident of management disfunctionality.
5. Underlying to the above findings is the evidence that adequately qualified and registered staff is not in place, and that resources are not readily mobilised to address the gaps reported to Management.

5.1.2.7 Related Projects

During the 2011/12 financial year, the Municipality received funds from DWA from the Accelerated Community Infrastructure Programme (ACIP). This grant was utilised to refurbish sanitation infrastructure and equipment . The following were done:

Table 10: Sanitation Related Projects

Town	Activities
PRIESKA	Purchase of Two standby sewer pumps (No.2) Aangekoop???
	Refurbishment of sewer tanker intake (No. 1)
	Replacement of manhole covers at main sewer pump sets
MARYDALE	Refurbishment of sewer tanker intake
	Refurbishment/Replacement of night soil suction tanker
	Fence oxidation pond area
NIEKERKSHOOP	Refurbishment of sewer intake to oxidation ponds
	Refurbishment/Replacement of sewer tanker



5.1.2.8 Challenges

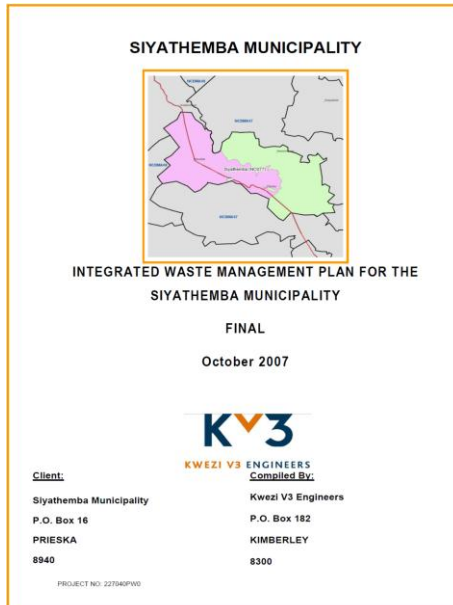
1. The wastewater treatment facility in Marydale does not function as a proper wastewater treatment works.
2. There is still bucket toilets in the area which needs to be eradicated as a matter of urgency.
3. VIP toilets are collapsing. These households do not have access to a safe and decent sanitation facility.
4. A high percentage of households do have access to a sanitation facility which is in line with minimum standards. The municipality however aims to provide waterborne sanitation to all households. There are dry sanitation facilities which needs to be upgraded.
5. Households in the informal area in Prieska does not have access to proper sanitation facilities. There are however vacant erven which do have proper services. These people need to be relocated to these areas.
6. The municipality are doing maintenance of infrastructure on an adhoc basis. A proper Operation and Maintenance plan needs to be developed for all the water infrastructure/assets.
7. Currently the Municipality are not providing any services on farm areas. A strategy needs to be developed with regards to the latter.
8. The Green drop score for the municipality is still very low. General wastewater management needs to be improved.



5.1.3 WASTE MANAGEMENT²⁴



All households to have access to at least once-a-week refuse removal services.



An Integrated Waste Management Plan was compiled for Siyathemba Municipality during 2007 and the document was finalised during October 2007.

The services which the Municipality is delivering are categorised as follows:

- ✂ Refuse removal
- ✂ Street cleansing
- ✂ Landfill sites, transfer stations and bulk containers

The Municipality is rendering this service internally and it is coordinated from Prieska. The service delivery for the various towns is managed from the Local Service Delivery Centres due to the distance of the towns from each other. There are also no private waste contractors active within the municipal area.

The Siyathemba Municipality does not have a set of Bylaws which comprehensively address the Council's responsibility for the removal of refuse, management of disposal facilities, waste minimisation, illegal activities, payment of fees and penalties.

There are currently no formal Municipal driven waste minimisation activities taking place in the Siyathemba Municipality. However, the Municipality is assisting one individual to recycle glass bottles from the landfills.

The Municipality is also currently not offering any recycling incentives to private people or businesses.

5.1.3.1 Waste Removal

A regular waste removal service is provided to all the urban areas within the Municipality. The farming areas of the Siyathemba Municipality do not receive a waste removal service. The provision of such a service is at the moment not envisaged by the Municipality.

²⁴ Integrated waste management plan for Siyathemba Municipality October 2007



The Siyathemba Municipality utilises a Black Refuse Bag System. Residents have to buy their own refuse bags. The Municipality accepts any number of bags per household, so there is no specific limit. The bags are placed on the curb outside the house and collected from there. In some areas in Prieska, as well as in Marydale and Niekerkshoop, people put out their refuse bins from where it is emptied onto a truck.

Waste removal service, residential and businesses, are done once a week.

The Municipality charge 49.57 per month per household to delivery this service.

In all the towns within the municipal area, small amounts of garden waste are collected together with general household waste.

There is one Provincial Hospital (in Prieska) and smaller Medical Clinics in Niekerkshoop and Marydale. The Municipality is not involved in the removal of any medical waste from these Institutions. The medical waste is collected by SANUMED and incinerated and disposed of in the Free State. The Municipality does not experience any problems with medical waste at the landfill sites.

Industries in the area are mostly confined to light industries. The Municipality is currently not experiencing any problems with regard to the disposal of hazardous waste from industry or mining activities on the existing disposal facilities.

Street sweeping is done in the CBD's of areas of Prieska, Niekerkshoop and Marydale. There is no street sweeping in the residential areas and the residential areas will only be cleaned if it is necessary to do so.

5.1.3.2 Waste Disposal

Each of the towns has its own solid waste disposal site.

Table 11: Waste disposal

Town	Site
Prieska	Existing permitted landfill site
Marydale	Existing unauthorised landfill site
Niekerkshoop	Existing unauthorised landfill site

a. Prieska

The landfill in **Prieska** is a Class G:C:B⁺ permitted site. The site has approximately enough airspace for the next 20 years. The site is not well managed due to certain financial and personnel constraints. The waste is not covered on a regular basis and is burned once disposed of. The site is not fenced and access is not controlled. No record-keeping takes



place at the entrance to the site. Wind-blown litter is a serious problem at the site. There was one employee stationed at the site.

Table 12: Prieska Landfill Site

Position of site:	4 km south of town.
Permit:	Yes
Year issued:	14/4/2003
Classification of site:	Class G:C:B-
Type of Operation (end – tip, trench, cell):	There is only a large area excavated for dumping purposes. Waste is disposed haphazardly and burned.
Estimated size of site:	Approximately 2 ha.
Estimated remaining life of site:	The remaining life of the site is 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	Not required in permit
Volumes per day, week or month:	It is estimated that the site receives approximately 76 tonnes per week.
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No.
Does the site have a sufficient buffer zone?	Yes. No houses situated in the proximity of the site.
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. Due to the extended life of the site, the Saving Plan is not in place yet.
Saving Plan for closure:	

In general, the proposed Works can be summarized in the following projects and activities:

- ✂ Clean the area outside the throughput
- ✂ Bulldozed, compact and covered waste with a gravel layer
- ✂ Build a new incinerator with separation cages and dump area
- ✂ Replace the old incinerator with a new incinerator
- ✂ Excavate a new through put

b. Niekerkshoop

The landfill site at **Niekerkshoop** is located 7 km outside town. The site is fenced (needs maintenance), but access is not controlled. The open burning of waste in a pit forms part of the operational procedure for the site. The waste is not covered on a daily basis due to the absence of proper landfill equipment. The operation of the site is not up to an acceptable standard.



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Table 13: Niekerkshoop Landfill Site

Position of site:	7 km east of town
Permit:	No
Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 2.5 ha.
Estimated remaining life of site:	20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.
Volumes per day, week or month:	It is estimated that the site receives approximately 4 tonnes per week.
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	Yes, however the existing fence needs some maintenance
Does the site have a sufficient buffer zone?	Yes, the site is situated some distance away from the town.
Type of equipment utilised on site:	None
Operating hours:	None
Estimating cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.
Saving Plan for closure:	

c. Marydale

The **Marydale landfill site** is located 3 km north of town. The site is not fenced and access is not controlled. Wind-blown litter is also a serious problem in the vicinity of the site. There is no landfill equipment on the site and therefore covering of the waste does not occur at all. The site is not properly operated with waste being disposed of haphazardly and burned after disposal.

Table 14: Marydale landfill site

Position of site:	3 km North of town
Permit:	No
Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 1.5 ha.
Estimated remaining life of site:	Expected to be 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.
Volumes per day, week or month:	4.4 tonnes/week
Is cover material available?	No



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Position of site:	3 km North of town
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No
Does the site have a sufficient buffer zone?	Yes
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.
Saving Plan for closure:	

In general, the proposed Works can be summarized as follows:

- ✂ Opening up of new cells
- ✂ Building of ablution facilities and control / storage room
- ✂ Erection of fence and access gate
- ✂ Clean the area outside the throughput
- ✂ Bulldozed, compacted and covered waste with a gravel layer
- ✂ Re-gravel the access road
- ✂ Construction of a low water bridge.
- ✂ Storm water Control

5.1.3.3 Equipment

The Siyathemba Municipality has a few vehicles that are old and are due for replacement. The tipper truck utilised in Prieska for example, is in need of replacement. The Municipality is responsible for the maintenance of their own vehicles.

The equipment that is utilised by the Siyathemba Municipality is given below in the Table below.

Table 15: Vehicles

REG NUMBER	MODEL	VEHICLE DESCRIPTION	CONDITION*	Based
DBR 984 NC	1985	Isuzu Tipper truck (6m ³)	Bad	Prieska
BFN 334 NC	1993	Tractor Trailer	Fair	Niekerkshoop
BFD 423 NC	1977	Tractor Trailer	Bad	Marydale

*Note that the indicated **VEHICLE CONDITION** is a subjective as assessment of the vehicles and no mechanical assessment of the vehicles had been conducted for this Study.

The Siyathemba Municipality has no transfer stations within the municipal area.

5.1.3.4 Related Projects

2 MIG Projects are ongoing in Prieska and Marydale to upgrade the landfill sites in order to comply with legislation. These projects are MIG Projects with a value of R3,9930 million.



5.1.3.5 Challenges

- ✂ Illegal dumping of waste is common in several of the outlying and township areas. The Municipality has to collect this waste at an unnecessary cost. The Siyathemba Municipality has recognized the need for education of the people regarding this practice; however, nothing has yet been implemented. The Municipality is also experiencing dumping of waste in areas not demarcated for waste disposal.
- ✂ Waste volumes are also not recorded at the entrances to the disposal sites.
- ✂ There are no Waste Minimization Strategies that have been developed. These need to be addressed and implemented.
- ✂ The new developments that are taking place in the Siyathemba Municipality must be included for the provision of a waste disposal service.
- ✂ Illegal dumping of waste is common in several of the outlying and township areas. The illegal disposal should be addressed in order to manage and minimize the illegal activities pertaining to waste disposal.
- ✂ New Municipal Bylaws should be drafted by the District Municipality (for use by the Local Municipalities within the District) that pertain directly to waste and issues surrounding waste management. Issues such as waste minimization and recycling, etc., should be dealt with in the Bylaws.
- ✂ The Siyathemba Municipality has a shortage of personnel, specifically with regard to the management of the disposal sites. Limited or no personnel are present at the disposal sites. Vacant posts should be filled and posts should be created for the management of the disposal sites.
- ✂ The Siyathemba Municipality has a few vehicles that are old and in poor condition that are due for replacement.
- ✂ The Niekerkshoop and Marydale disposal sites are not authorized. The process to authorize these disposal facilities should be initiated by the Municipality. The operation of these sites is not up to standard. The sites should be upgraded (properly fenced/secured, guard house with ablution) and the operations should be improved in accordance with the Minimum Requirements for Waste Disposal by Landfill document.
- ✂ The Prieska Disposal Site should be upgraded (fenced, guard house and ablution facility) and operated in accordance with the Permit Conditions for the site, as well as the Minimum Requirements for Waste Disposal by Landfill as published by the Department of Water Affairs.
- ✂ Access should be controlled at the disposal facilities and a record should be kept of the types and volumes of waste that is being disposed of at each site.
- ✂ Municipal waste records should be kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.



- ✂ A Mitigation Strategy or some form of succession planning should be developed for the expected increase in HIV-AIDS related deaths amongst personnel.
- ✂ A Public Awareness and Education Programme should be implemented consisting of flyers, newspaper notices and road shows.
- ✂ The Municipality does not have a Air Quality Management Plan. Since Prieska is situated in close proximity of the SKA development, a decision needs to be taken whether the development of such a plan should be prioritised.

5.1.4 ELECTRICITY/ENERGY



All households to be connected to national grid.

Siyathemba Municipality, together with ESKOM, is responsible for electricity supply in the 3 towns.

Table 16: Responsible Institution

	Internal network	Public lighting
Prieska	LM and ESKOM	LM
Niekerkshoop	ESKOM	LM
Marydale	ESKOM	LM

In the LED Strategy of the Municipality, the following Table was included. Reference were made that spatial projections based on Census 2001 and Quantec Research 2012 were used. It is also said that it was estimated that some 85% to 90% of households in the Municipal area had access to electricity during 2010.

Table 17: Access to Electricity

Sub-Place	Number of Households		Level of Access
	2001	2010	
E'Thembeni SP	585	790	75.9%
Marydale SP	412	556	84.2%
Niekerkshoop SP	399	539	90.9%
Prieska SP	520	702	82.1%
Lemnertsville	1165	1 574	96.4%
Hay NU	88	119	58.6%
Prieska NU [Part of P3D03M07M05]	393	531	80.2%
Westerberg SP	1	1	100.0%
Total	3561	4 812	85.2%

The level of household access to electricity has improved slightly from 85.4% in 2001 to over 87% during 2010. Most farms in the area procure their electricity directly from ESKOM.



The Municipality has an Electricity Master Plan available which was developed in the early 2000. The Municipality works according to this Plan to upgrade electricity infrastructure, as well as to develop new infrastructure.

Electricity service is done by the municipality in a part of Prieska. This is the smallest section in the infrastructure department and the staff establishment is currently 5 employees.

Two areas in Prieska still need to be upgraded because the electricity network is old and power failures occur. The Municipality applied for money to upgrade it, but all applications at the Department of Energy have been turned down, because they argue that INEP funds cannot be allocated for the upgrading of existing electricity infrastructure. The biggest part of Prieska, as well as the whole of Marydale and Niekerkshoop, is being supplied by ESKOM directly to customers.

Apart from meter inspections and new installations, maintenance work is done that relate to complaints received or faults which occur. Maintenance work includes:

- ✂ Maintenance of high and low voltage networks
- ✂ Maintenance of street and high mast lights
- ✂ New and maintenance of house connections
- ✂ Maintenance of electrical equipment at municipal installations and buildings such as water treatment works, borehole submersible pumps, sewerage pumps stations, waste water treatment works, etc.
- ✂ Offices
- ✂ Community halls

The electrical service provides a standby service on a full time (24 hrs) basis in order to react to complaints and limit power failure to a minimum.

5.1.4.1 Challenges and Areas to Improve Service Delivery

1. The Master plan for the Municipality was developed during 1998. This plan needs to be revisited and updated.
2. The Municipality need to complete the MIG projects registered during the previous financial years.

5.1.5 STORM WATER

Very little infrastructure exists within the Municipality. There is only a small portion of Prieska where storm water infrastructure exists.

The Municipality does not have an Storm Water Management Plan.



5.1.5.1 Challenges and Areas to Improve Service Delivery

1. Development of a Storm Water Management Plan which will assist the Municipality to phase in this service on a sustainable and cost effective manner.

5.1.6 SOCIAL SERVICES

5.1.6.1 Housing

The Municipality appointed ASLA Devco (Pty) Ltd on a 3 year contract to act as a Turnkey Implementing Agent for housing and housing related infrastructure. The Team started to develop a Housing Action Plan, with the aim to ensure effective allocation of limited resources, to provide a formal and practical housing priority for implementation and identify the Strategic Implementation Plan for the housing need in Siyathemba Municipal Area. The mMunicipality therefore does not have an Approved Housing Sector Plan, but a Draft Housing Action Plan is available.

The Municipality does not have updated figures available regarding the housing need in their area of jurisdiction. This is a major challenge for the Municipality and proper planning cannot be done since status quo information is not available. As soon as data is available with regards to the housing need in the area, the Municipality will have a better understanding of the challenges in terms of housing and will be in a better position to identify specific housing subsidy schemes (BNG, rental, ect) to address these needs.

During 2010, the following information was captured in the Housing Plan: Data Collection and Project Readiness.

Table 18: Housing Needs

MUNICIPALITY	HOUSING NEED	NUMBER OF SITES AVAILABLE FOR 2010/11
SIYATHEMBA TOTAL	3,502	642
<i>Marydale</i>	1,292	115
<i>Niekerkshoop</i>	521	60
<i>Prieska</i>	1,689	467

The allocation for Siyathemba Municipality is relatively small. The Municipality is therefore struggling to address the housing need in the area. The Housing Allocation to Siyathemba makes provision for 20 new RDP houses in Prieska in 2012/13 to the value of R1,804,000.00 and 50 Housing units for 2013/14 to the value of R4,000,000.00.

Areas earmarked for new housing development and extensions are the indicated in the figures below:



Figure 7: Prieska Housing Development Area

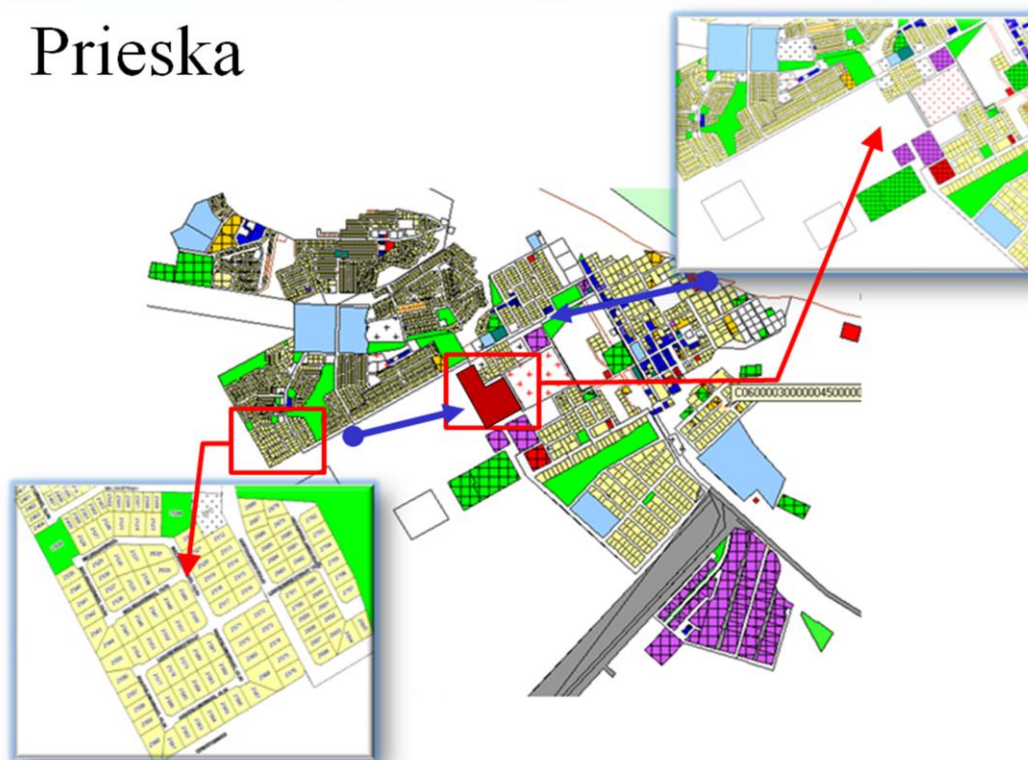


Figure 8: Marydale Housing Development Area

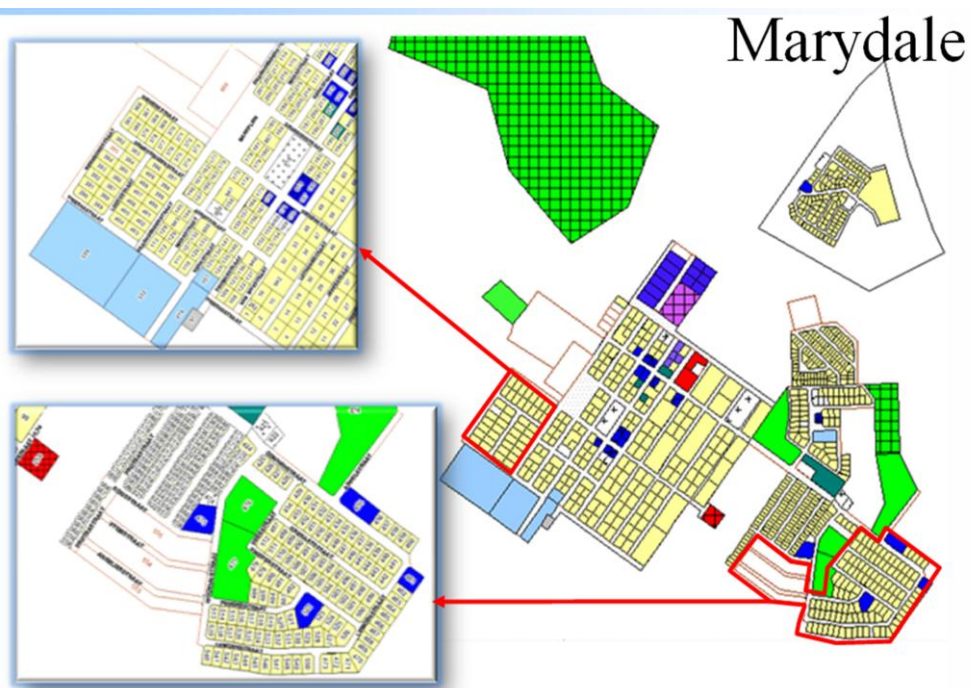
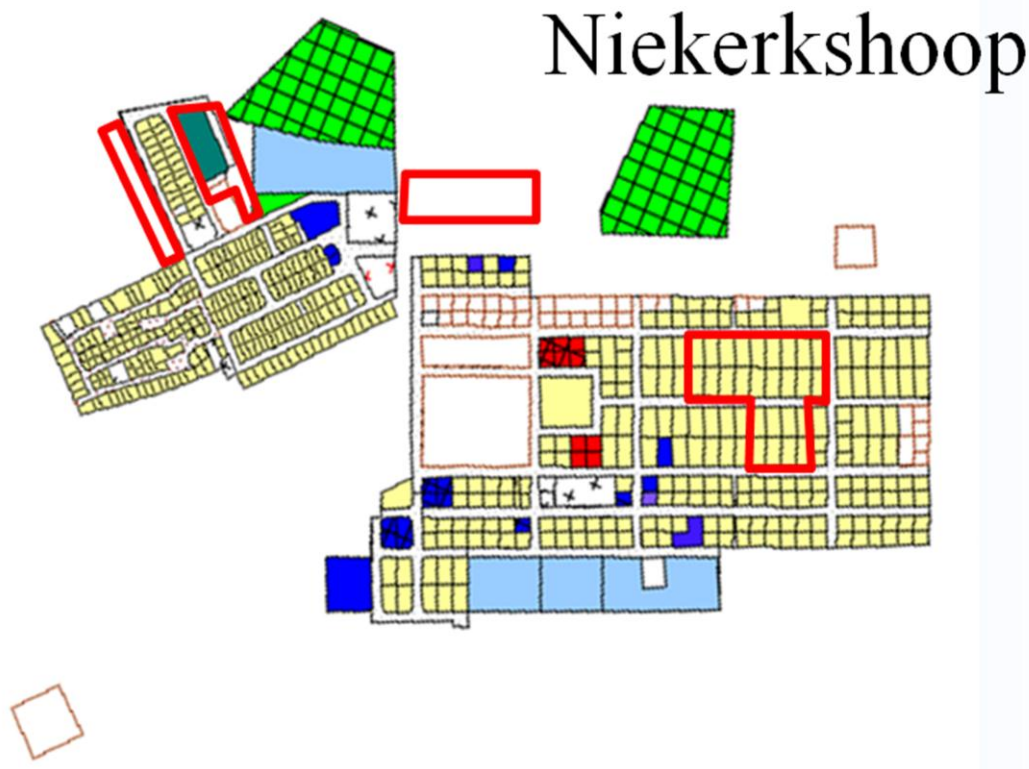




Figure 9: Niekerkshoop Housing Development Area



Other housing projects which are currently in the pipeline are the following;

- ✂ Prieska 206. All 206 erven are serviced and approval was given by the Department for the construction of 203 houses.
- ✂ Fairview Extension 15, Prieska. The Business Plan was prepared for the servicing of 310 erven and the construction of top structures. The signature from the Municipal Manager is awaited.
- ✂ Marydale 55 and Niekerkshoop 54: Business Plans for the construction of top structures have been submitted to CoGHSTA.

5.1.6.2 Challenges and Areas to Improve Service Delivery:

1. The Municipality does not have proper and realistic information with regards to the housing need in the area.
2. The Implementing agent, together with the municipality started with the development of a Housing Action plan. The aim of this plan needs to be revisited in order to ensure that it can fulfil the role of an Integrated Housing Sector plan. Thereafter the plan needs to be finalised.



3. The Municipality does not have a Spatial Development Plan/Framework to guide development in the area.
4. Progress with regards to the relocation of the Koegas settlement is very slow. The municipality should only play a facilitators role in this regard.

5.1.7 HEALTH SERVICES

The following health facilities are available within the jurisdiction area of the Municipality:

Type of Clinic	Clinic name	Town/village name	Sufficient sanitation services	Sufficient water services
Permanent Clinic	Niekerkshoop Clinic	Niekerkshoop	Yes	Yes
Permanent Clinic	Ethembeni Clinic	Prieska	Yes	Yes
Permanent Clinic	Marydale PHCC	Marydale	Yes	Yes
Permanent Clinic	Prieska Clinic	Prieska	Yes	Yes

The Municipality does not experience much challenges with regards to the availability of Clinics and/or Hospitals. The support services such as roads, electricity, water and sanitation are also sufficient.

The Mayor mentioned the following in the Annual Report:

“We are well covered by a Hospital in Prieska, Clinics in Niekerkshoop and Marydale and at present, we face challenges in the areas of ambulances (Niekerkshoop), and Medical Practitioner shortages. Medicine shortages are in the process to be addressed.”

According to the Service Transformation Plan of the Department of Health, Prieska qualifies for a Community Health Centre. No information is however available on when such a facility will be constructed.

5.1.7.1 Challenges

1. Niekerkshoop does not have any Ambulance services. Negotiations with Dept of health should be initiated to identify possible solutions.
2. It is indicated that Prieska community qualify for a Community Health Facility. The municipality only have limited information with regards to this proposed project. Negotiations with Dept of health should be initiated to develop a plan of action.

5.1.7.2 Education

The following Schools are within the Municipal area:



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School name	Town/village	Learner enrolment total	Educator Total	Admin & support - Total	Type of school
Bloukrans School	Farm	78	3	2	Combined
Modderfontein (Sskv) School	Farm	35	1	0	Primary
Sonskyn School	Marydale	678	19	4	Combined
Môreson School	Niekerkshoop	473	15	4	Primary
Hoërskool Prieska	Prieska	378	20	9	Combined
J.J. Dreyer School	Prieska	830	24	6	Primary
R.D. Williams School	Prieska	980	27	9	Primary
Prieska School	Prieska	330	11	5	Primary
Redlands School	Prieska	42	2	0	Primary
Heuwelsig School	Prieska	990	29	8	Secondary

The Municipality does not experience much challenges with regards to the availability of schools. The support services such as roads, electricity, water and sanitation are also sufficient.

5.1.7.3 Other Services

In the table below, a short description is also given on other services which form part of the Infrastructure and Service Delivery Division within the Municipality:

Table 19: Other Services

Service line	Status quo
Safety and Security	There is a Police Station in each of the 3 towns. There is no fire brigade in the municipal area. The Municipality does not have a Disaster Management Plan. A Community Safety Plan is developed. The Municipality is in the process to obtain a copy of this plan.
Town Planning and Building Centre	The staff involved in Town Planning and Building Centre provides information to other Departments, as well as Consulting Engineers and Consultants regarding proposed developments and land information on a continuous basis.
Cemeteries	The Council has 3 cemeteries in Prieska where burials take place. Currently, we are busy with a MIG Project to upgrade one of them because more space becomes essential. In Niekerkshoop and Marydale there are also 2 cemeteries in each town where burials take place. In Niekerkshoop and Marydale, we are currently also busy with a MIG Project in order to upgrade 2 cemeteries because more space is needed for burials.



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Airfield

The Airfield in Prieska is suitable for airplanes to land and take off. There are 2 gravelled runways that are gravelled regularly. This airfield is registered with the Civil Aviation Authority and is inspected by them every year after which a license is issued to the Municipality.

Commonage

The Municipality's commonage covers an area of 33 000 ha. The commonage is currently used mainly by emerging farmers. Infrastructure on the commonage is being vandalized by thieves who remove fences, windmills and other infrastructure.



5.2 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Strategic Objective	Promote a culture of participation and good governance
Intended Outcome	Entrenched culture of accountability and clean governance

5.2.1 GOVERNANCE STRUCTURES

The Municipality operates according to a Plenary Executive System where executive powers are exercised by a full meeting of the Municipal Council. The Mayor, Councillor P Papier (ANC), leads the Council comprising of 8 Councillors – 5 ANC, 1 DA and 2 COPE Members.

The area consists of three towns, of which Prieska serves as the seat of the Municipality. Siyathemba Municipality has eight Councillors elected to the Council indirectly and on a proportional basis. The Municipal Council has a Mayor who serves as the Speaker and seven members.

- ✂ Mayor & Ward Councillor P Papier, ANC
- ✂ Ward Councillor F Van Wyk, ANC
- ✂ Ward Councillor D Molepo, ANC
- ✂ Ward Councillor G Speelman, ANC
- ✂ Councillor: E Martin, ANC
- ✂ Councillor: District R Ithumeleng, ANC
- ✂ Councillor: PR G Macdonald, COPE
- ✂ Councillor: PR B Titus, COPE
- ✂ Councillor: PR G Mackay, DA

Table 20: Availability and Status of Structures

Name of Committee	In place
Internal audit function	The Municipality does not have an Internal Audit Committee in place. The Pixley ka Seme District Municipality is assisting the Municipality with this function.
Audit Committee	The Municipality did establish such a Committee in 2010. It did however not function as prescribed in the MFMA. One of the members also passed away and the Committee was disestablished. The Municipality again re-advertised this position and will appoint a suitable candidate as soon as possible. The aim is to have the Committee functional in the Municipal Financial Year of 2012/13.
Oversight Committee	The Municipality has established a Municipal Public Accounts Committee as stipulated in Section 79 of the Municipal Structures Act. The guidelines, as provided by the Department of Co-Operative Governance and National Treasury were used. The Committee was only established late in the 2011/12 financial year and will therefore only be operational as from the 2012/13 financial year.
Ward Committees	There are 4 Ward Committees, one in each of the 4 Wards. The Ward Councillor is the Chairperson for the specific Ward Committee. In general, the



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Name of Committee	In place
	Municipality is satisfied with the operations of the Ward Committees.
Council Committees	<p>There are four standing Council Committees, viz.</p> <ol style="list-style-type: none"> 1. IDP, LED and Infrastructure Development 2. Housing and Social Development 3. Credit Control, Debt Collection and Economic Affairs 4. Performance Management, Systems, Personnel and Council Affairs <p>The specific Councillor is the Chairperson of the various Standing Committees.</p>
Supply Chain Committees	The Municipality has an Evaluation Committee and an Adjudication Committee in place, but currently not a Specification committee.

Other Public Participation Initiatives:

- ✂ The Municipality strives to have “Councillor meets the People” sessions on a quarterly basis. During these sessions, the community has the opportunity to communicate any grievances which they might have.
- ✂ The Principle Administration Officer also acts as the Communication Officer of the Municipality. This person is responsible for the compilation of a quarterly newsletter. The Newsletter indicates activities which took place in the municipal area during that specific quarter. Announcements such as meetings which takes place, documents ready for public comments, etc., are also made in these Newsletters. The Newsletters are currently only available at the 3 Municipal Offices. The aim is to distribute these Newsletters also with the monthly municipal accounts.
- ✂ The Municipality started to develop a website. It is already operational and the Municipality should now ensure that it is maintained on a regular basis. The address for the website is www.siyathemba.gov.za
- ✂ The Municipality will also distribute flyers to communities if specific announcements need to be communicated.
- ✂ The Municipality attends the quarterly District Mayoral Forum meetings. The Mayor of Siyathemba Municipality attends the meetings of this Forum.
- ✂ Councilor M van Wyk is co-opted by the Siyathemba Municipality Council to acts on the District Council.
- ✂ The Municipality also attends the District Intergovernmental Fora meetings. The Municipal Manager and Chief Financial Officer attend the Technical and Financial IGR meetings, whilst the Mayor of the Municipality attends the Political IGR Forum meetings.

The Library Services render an important educational service to the Siyathemba Community. The aim of the service is to take the Libraries to the people. The main aim of the Siyathemba Library Service is to render an effective and efficient service to the community of Siyathemba. The Library provides information and recreational services to adults, learners and students. This section creates a culture of reading through Educational Programmes. We are also involved with Provincial Library Services in



a Library Development Programme where we address the needs of Libraries through Financial Allocation from Provincial Administration.

5.2.2 MANAGEMENT AND OPERATIONAL SYSTEMS

The availability and status of the various Management and Operational Systems are described in the paragraphs below.

5.2.2.1 Complaints Management System

The Municipality does not have a formal Complaints System in place. A Policy was however compiled and the draft was tabled for Council approval. The Policy still needs to be adopted by Council and thereafter it needs to be implemented.

Currently there are mainly 2 platforms used by the communities to communicate grievances, namely:

- ✂ Complaints Register at the Municipal Office: Community members can complete this Register. The complaints are given to the Municipal Manager and he again delegates it to the specific Line Manager. There is however no formal procedure in place to provide feedback whether the complaint has been addressed or not.
- ✂ Council meets the People: These sessions take place on a Quarterly basis. The Council communicates any new developments with the community members and they again have the opportunity to list their problems, etc.

5.2.2.2 Fraud Prevention Plan

For the 2011/12 financial year, the Municipality did not have any Policy or Plan in place with regards to fraud prevention. The Evaluation and Adjudication Committee's strives to ensure that all tenders are correctly advertised, adjudicated and awarded. A Plan was however drafted late in the 2011/12 financial year and tabled at Council for approval. The Municipality aims to implement this Plan during the 2012/13 financial year.

5.2.2.3 Communication Strategy

The Municipality does not have such a Strategy in place. The Principle Administration Officer also acts as the Communication Officer of the Municipality. This person is responsible for the compilation of a quarterly Newsletter. The Newsletter indicates activities which took place in the municipal area during that specific quarter. Announcements such as meetings which takes place, documents ready for public comments, etc. are also made in these Newsletters. The newsletters are currently only available at the 3 Municipal Offices. The aim is to also distribute these Newsletters with the monthly municipal accounts. The Communication Officer also attends a quarterly meeting at the District Municipality.

As can be seen in the above paragraphs (5.2.1, Table 20 and this paragraph), there is a number of activities within the Municipality to ensure transparency and public participation. These activities are



however not documented in a formal Communication strategy which can be adopted by Council as well as implemented and monitored. There is a generic Communication and Public participation Policy in place, but it does not guide these initiatives within Siyathemba Municipality.

5.2.2.4 Stakeholder Mobilization Strategy/Public Participation Strategy

The Municipality does not have such a Strategy in place.

5.2.2.5 Records Division

The Records Division is entrusted with the core responsibility of managing the Municipality's official records by means of achieving the records, disposing of certain of those records and the transfer of records to the Provincial Archives. In general, this division manages access to records and also serves as a centre for the receipt, distribution and dispatch of correspondence to and from the public, as well as to Councillors.

5.2.3 CHALLENGES:

1. The municipality succeeded in developing guideline documents and/or establish committees during the 2011/12 financial years. These committees are however not operational yet. They are:
 - ≈ Audit committee
 - ≈ Oversight committee
 - ≈ Supply chain committees
2. The wards areas in the Siyathemba area is vast and therefore it is difficult for people to attend ward meetings. The idea is to co-opt a specific person who can attend these meetings and disseminate the information afterwards to a specific area.
3. The Municipality does not have a desk to assist with and support initiative in terms of special groups such as people living with HIV/Aids, youth, violence against women.
4. The Newsletter of the municipality are not yet fulfilling the role as initially anticipated. It can also be distributed much wider .
5. The website for the municipality is developed, but it must now be maintained to ensure that it reach the envisaged benefits.
6. The library services play an important educational role in the community. Although the library can benefit from the Library development fund, there is currently not activity plan developed.



5.3 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objective	Improve Organisational Cohesion and Effectiveness
Intended Outcome	Improved organisational stability and sustainability

5.3.1 IT

The Municipality has a central server and all users can access the information on the server. There is however rights allocated to specific drivers which cannot be accessed by all users.

The Municipality is making use of an external Service Provider to do the necessary back-ups of information, as well as to do basic maintenance of the server and the computers. The Service Provider is visiting the Municipality on a regular basis to perform this function.

There is no structured plan for the purchasing of new hard and/or software. If the need arise for more computers or specific programmes, the staff member will discuss it with the Municipal Manager and he will evaluate the request. Each year there is a budget for “Furniture and Equipment” and the Municipal Manager makes use of this allocation to authorise and purchase computers and/or programmes.

There are a Nashua and Gestetner Stores in Prieska. These 2 suppliers are used to purchase the day-to-day consumables such as paper, cartridges, etc.

5.3.2 AVAILABILITY OF SKILLED STAFF

In general, the Northern Cape Province is struggling to attract skilled people to the Province, as well as to retain them. This situation is also the same within the Municipality. The recruitment and appointment process attempts to appoint local inhabitants of Siyathemba, first and foremost. However, the process does identify scarce skills, i.e. Electricians, Engineers, etc. and therefore recruits much wider²⁵.

The qualifications of the Senior Managers in the Municipality are indicated in the table below²⁶:

Municipal manager	Financial manager	Corporate services manager	Technical service manager	IDP manager
Dip Commerce Public Management	B.Com	Vacant	B.Com	N6 Engineering

5.3.3 ORGANISATIONAL STRUCTURE

For the delivery of services, the administration of the Municipality is divided into 3 Departments:

- ✂ Corporate Services
- ✂ Finances

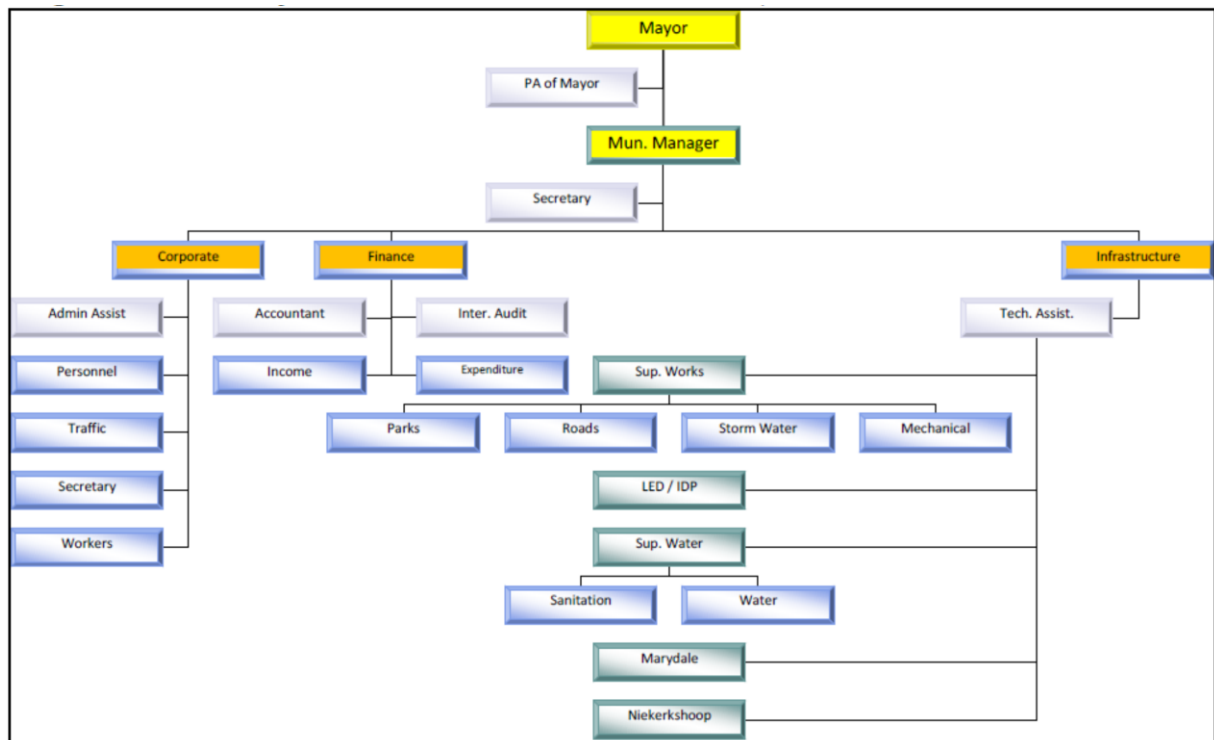
²⁵ Annual Report 2010/11

²⁶ Section 47 Assessment report 2008/09, CoGHSTA, December 2010



Infrastructure

Figure 10: Organogram²⁷



This Structure and Organogram were approved by the Council in 2001. Job descriptions are available for all these positions. The Municipality is however in the process to review their Organogram and to make the necessary changes to improve internal operations, as well as service delivery. The Municipal Manager indicated that they have progressed very well in terms of negotiations and the aim is to finalise the revision process by the end of June 2012²⁸.

The status quo in terms of the Municipal Structure and positions are indicated in the paragraphs below. The information is sourced from the Section 78 Investigation which was done during August 2011. In June 2011, the Organogram of the Municipality indicated 107 different positions²⁹.

The staff component is summarized in the table below:

²⁷ IDP 2011/12

²⁸ Interview with Mr Bessies, 25 April 2012

²⁹ Section 78(1) Assessment report, August 2011



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Table 21: Staff component

Sub Division	Total number of staff	Filled positions	Number of vacancies
Water	16	11	5
Electricity	8	5	3
Sewerage	24	17	7
Refuse	23	17	6
Drivers	1	0	1
Parks	15	6	9
Public Works	31	21	10
Clerk in Technical Division	1	0	1
Library	9	9	0
Co-operate Services	10	10	0
HR Officer	1	0	1
Treasury including interns	18	16	2
PA Mayor	1	0	1
Traffic Department	5	0	5
Data Clerk	1	0	
TOTAL	163	112	51

Since a number of positions are vacant, the Municipality makes use of several contract positions, especially in the Technical Department. These positions are indicated in the table below:

Table 22: Contract Positions

Place	Number
Niekerkshoop	6
Prieska	
Water	3
Sanitation	4
Parks	9
Refuse	2
Electricity	3
Marydale	2

For the 2011/12 financial year, approximately 30% of the positions were vacant.

During late 2011/12 financial year, the Municipality succeeded in filling a number of the vacant posts. Currently, the following posts are still vacant:

- ✂ Corporate Division: Receptionist and Corporate Manager
- ✂ Financial Division: Intern, Data Clerk and Store Man



- ✂ Technical/Infrastructure: Superintendent Water and Wastewater and Electric Assistant Worker

The Municipality has not yet finalised the process to compile job descriptions for all the new posts that are indicated in the draft Organogram.

5.3.4 PLANS AND STRATEGIES

Information with regards to related Plans and Strategies can be summarised as follows:

Plan/Strategy	Status
Skills Development Plan	The Plan is in place.
Human Resource Management Strategy	Strategy not yet developed.
Performance Management System	An external Service Provider assisted the Municipality during 2011 to develop a PMS. The Municipality must therefore start to implement the System as from the 2012/13 financial year. Currently, there are no Performance Management Contracts in place. Key Performance Indicators need to be identified and linked with the SDBiP. The Municipality further aims to start implementing the Scorecard System as from the 2012/13 financial year.

5.3.5 CHALLENGES

1. The Municipality does not have a Integrated Human Resource Strategy in place to address all issues with regards to people already on the organogram of the Municipality as well as to retain employees and attract skilled people.
2. The current organogram of the municipality are not structured in such a way that it promotes and accommodates all the functions of developmental government. The municipality is in the process to revise the structure, but it is not yet approved.
3. The municipality developed a Performance management system, but this system is not yet rolled out in the municipality and not implemented.
4. The Municipality experiences challenges with regards to debt collection.
5. Although the Municipality does have a Skills development plan in place, the improvement of skills within the Municipality remains a challenge.
6. The Municipality does not have a Functional Labour Forum in place



5.4 FINANCIAL VIABILITY

Strategic Objective	To improve overall financial management in the Municipality by developing and implementing appropriate Financial Management Policies, Procedures and Systems
Intended Outcome	Improved Financial Management and Accountability

Financial viability is critical for ensuring the sustainability of municipal services. In Siyathemba, the financial viability of the Municipality needs to be improved. According to the Municipality, their economic situation and cash flow are under pressure, and this is largely due to the low payment culture. Audit opinions tracked over time indicate that the Municipality is NOT improving its Audit Outcomes: From 2006/2007 to 2008/2009 Siyathemba Local Municipality received a Disclaimer.³⁰

The Mayor also indicated the following in the Annual Report 2010/11::

“Our financial position is influenced by debt collection rate and grant dependency from Provincial and National Government. At our Strategic Planning Session, we adopt the approach to turn our audit outcome (disclaimer) for the past years into an opportunity and is in process to be address by capacity building in the form of staff appointments and training, implementation of SCM unit, budget control measures, and creditors ordering system and timely payment of creditors and improved debt collection. Our cash flow situation is addressed by means of improved debt collection and ways to increase our income streams.”

5.4.1 FINANCIAL VIABILITY STATEMENTS

5.4.1.1 Statement of the Financial Position at 30 June 2011

The overall operating results for the year ending 30 June 2011, as well as the comparison with the budgeted figures and the actual results of 2010, are reflected in the following Table:

1. Review of operating results (summary)					
Description	Actual 2011	Budget 2011	Variance	Variance Actual as % of Budget	Actual 2010
Total Income	55 076 792	57 518 667	-2 441 875	-4%	54 142 667
Total Expenditure	58 652 700	57 518 668	1 134 032	2%	46 226 106
Net surplus/(deficit for the year	-3 575 908		-3 575 907		7 916 561

³⁰ Online available from <http://www.agsa.co.za/AboutUs/TheAuditorGeneral.aspx>



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2. Revenue (Actual vs. Budget)			
	2011	2011	2011
	R	R	R
REVENUE	(Actual)	(Budget)	(Variance)
			(%)
Property Rates	4 869 689	4 807 786	61 903
Government Grants and Subsidies - Capital	18 264 539	-	18 264 539
Government Grants and Subsidies - Operating	13 819 075	32 137 190	(18 318 115)
Public Contributions and Donations	-	-	-
Third Party Payments	83 268	(43 700)	126 968
Fines	30 687	24 100	6 587
Service Charges	16 854 636	17 068 411	(213 775)
Rental of Facilities and Equipment	356 615	516 980	(160 365)
Interest Earned - external investments	70 953	80 000	(9 047)
Interest Earned - outstanding debtors	621 041	625 000	(3 959)
Licences and Permits	(2 095 932)	670 000	(2 765 932)
Agency Services	1 614 655	1 250 000	364 655
Other Income	574 404	382 900	191 504
Gain on disposal of Property, Plant and Equipment	13 162	-	13 162
Total Revenue	55 076 792	57 518 667	(2 441 875)
			-4%



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3. Expenditure (Actual vs. Budget)		2011	2011	2011	2011
		R	R	R	
EXPENDITURE		(Actual)	(Budget)	(Variance)	(%)
Employee related cost		20 717 795	19 263 255	1 454 540	8%
Remuneration of Councillors		1 723 346	2 130 000	(406 654)	-19%
Debt Impairment		6 606 915	1 240 350	5 366 565	433%
Depreciation and Amortisation		9 305 120	150 000	9 155 120	6103%
Repairs and Maintenance		2 716 827	2 398 820	318 007	13%
Stock Adjustments		-	-	-	0%
Finance Costs		6 846	20 000	(13 154)	-66%
Bulk Purchases		7 242 761	7 800 000	(557 239)	-7%
Contracted services		-	-	-	0%
Grants and Subsidies		101 289	400 000	(298 711)	-75%
Operating Grant Expenditure		2 785 000	18 806 717	(16 021 717)	-85%
General Expenses		7 446 801	5 309 525	2 137 275	40%
Total Expenditure		58 652 700	57 518 668	1 134 033	2%
Net surplus for the year		(3 575 908)	(0)	(3 575 908)	

4. Expenditure by vote(Actual vs. Budget)		2011	2011	2011	2011
		R	R	R	
		(Actual)	(Budget)	(Variance)	(%)
Council		4 867 985	3 430 768	1 437 216	42%
Municipal Manager		4 719 292	3 056 633	1 662 659	54%
Administration: Treasury		19 510 993	8 126 088	11 384 905	140%
Land		43 520	30 000	13 520	45%
Housing Scheme Employees		17 546	18 000	(454)	-3%
Municipal Buildings		358 076	346 730	11 346	3%
Libraries		1 002 284	999 837	2 447	0%
Cemeteries		(56)	18 500	(18 556)	-100%
Camping		173 020	27 400	145 620	531%
Parks and Recreation		788 827	1 043 826	(254 999)	-24%
Fire brigade		5 224	18 000	(12 776)	-71%
Disaster Management		25 570	80 000	(54 430)	-68%
Health		2 233	40 000	(37 767)	-94%
Public Works		4 853 970	12 477 992	(7 624 022)	-61%
Roads		1 710	8 571 482	(8 569 772)	-100%
Licences and Traffic		1 134 311	1 184 512	(50 201)	-4%
Electricity		9 014 700	8 354 465	660 235	8%
Water		6 227 425	4 723 558	1 503 867	32%
Sanitation		3 705 292	2 750 309	954 983	35%
Refuse		2 199 221	2 214 441	(15 220)	-1%
Landing field		1 557	6 126	(4 569)	-75%
		58 652 700	57 518 668	1 134 033	2%



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5. Cash and cash equivalents				2011	2010
				R	R
Assets					
Call Investments Deposits				754 587	2 060
Bank Accounts				-	-
Total Cash and Cash Equivalents - Assets				754 587	2 060
Liabilities				2011	2010
				R	R
Primary Bank Account				578 986	553 417
Correction done on opening balance					18 546
Total Cash and Cash Equivalents - Liabilities				578 986	571 962
Cash and cash equivalents comprise cash held and short term deposits. The carrying amount of these assets approximates their fair value.					
Bank overdraft facility of R750 000 exists at ABSA.					
The municipality has the following bank accounts:					
Current Accounts					
Prieska ABSA - Account Number 40-5355-2997 (Primary Bank Account):				(578 986)	(571 962)
				(578 986)	(571 962)
Prieska ABSA - Account Number 40-5355-2997 (Primary Bank Account):					
Cash book balance at beginning of year				(571 962)	968 704
Cash book balance at end of year				(578 986)	(571 962)
Bank statement balance at beginning of year				(568 012)	954 327
Bank statement balance at end of year				(477 645)	(568 012)

6. Property, plant and equipment									
	Cost				Accumulated Depreciation				Carrying Value
	Opening Balance	Additions	WIP	Closing Balance	Opening Balance	Additions	Disposals	Closing Balance	
'30 June 2011									
Land and Buildings	33 700 300	-	-	33 700 300	598 260	199 420	-	797 680	32 902 620
Infrastructure	241 251 295	-	12 122 011	253 373 306	25 578 093	8 646 227	-	34 224 319	219 148 986
Other Assets	3 789 707	378 834	-	4 168 540	1 378 419	459 473	-	1 837 892	2 330 648
Total	278 741 301	378 834	12 122 011	291 242 146	27 554 772	9 305 120	-	36 859 891	254 382 255



7. Receivables from exchange transactions

	2011	2010
	R	R
Electricity	944 463	694 606
Water	8 740 596	5 576 536
Rental	21 467	15 935
Refuse	1 337 645	1 048 601
Sewerage	5 884 436	4 550 985
Corrections done on opening balances	-	191 734
Other Consumer debtors	1 988 381	825 279
Sundry Receivables	401 356	759 856
Balance previously reported		385 349
Reversal of Long-term Receivables previously reclassified without sufficient supporting documents.		374 507
Other deposits	23 341	25 414
Total Receivables from Exchange Transactions	19 341 685	13 688 946
Less: Allowance for Doubtful Debts	(17 516 489)	(12 027 164)
Total Net Receivables from Exchange Transactions	1 825 196	1 661 781

Consumer debtors are payable within 30 days. This credit period granted is considered to be consistent with the terms used in the public sector, through established practices and legislation. Discounting of trade and other receivables on initial recognition is not deemed necessary. The outstanding consumer accounts are secured by the consumer deposits paid only.



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Ageing of Receivables from Exchange Transactions:

(Electricity): Ageing

Current (0 - 30 days)	722 457	560 771
31 - 60 Days	72 655	66 341
61 - 90 Days	44 983	12 661
+ 90 Days	104 368	54 833
Total	944 463	694 606

(Water): Ageing

Current (0 - 30 days)	272 513	290 584
31 - 60 Days	169 982	151 909
61 - 90 Days	162 156	145 760
+ 90 Days	8 135 946	4 988 283
Total	8 740 596	5 576 536

(Refuse): Ageing

Current (0 - 30 days)	79 732	76 281
31 - 60 Days	43 394	35 709
61 - 90 Days	34 633	29 931
+ 90 Days	1 179 886	906 680
Total	1 337 645	1 048 601

(Sewerage): Ageing

Current (0 - 30 days)	264 291	247 046
31 - 60 Days	160 321	126 355
61 - 90 Days	139 609	118 800
+ 90 Days	5 320 214	4 250 518
Total	5 884 436	4 742 719

(Rental): Ageing

Current (0 - 30 days)	4 048	4 512
31 - 60 Days	714	582
61 - 90 Days	476	450
+ 90 Days	16 230	10 391
Total	21 467	15 935

(Other): Ageing

Current (0 - 30 days)	59 903	21 525
31 - 60 Days	54 070	8 282
61 - 90 Days	75 518	7 783
+ 90 Days	2 200 246	1 547 546
Total	2 389 737	1 585 135

(Total): Ageing

Current (0 - 30 days)	1 402 945	1 200 719
31 - 60 Days	501 135	389 178
61 - 90 Days	457 375	315 385
+ 90 Days	16 956 889	11 758 250
Total	19 318 344	13 663 531



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8. Payables from exchange transactions		2011	2010
		R	R
Trade Payables		6 927 492	3 172 015
Sundry Creditors		40	40
Sundry Deposits		3 944	3 402
Department of Safety - Agency services		371 578	371 578
Suspense accounts in credit		1 113 206	51 220
Total Trade Payables		8 416 259	3 598 256
9. Government Grants and Subsidies		2011	2010
		R	R
Unconditional Grants		15 440 466	12 345 966
Equitable Share		15 440 466	12 345 966
Conditional Grants		16 643 148	21 123 193
Grants and donations		16 643 148	21 123 193
Total Government Grants and Subsidies			
Government Grants and Subsidies - Capital		18 264 539	17 743 445
Government Grants and Subsidies - Operating		13 819 075	15 725 715
		32 083 614	33 469 160
10. Audit fees - [MFMA 125 (1)(c)]		2011	2010
		R	R
Opening balance		1 603 054	779 011
Current year audit fee		866 622	1 410 325
External Audit - Auditor-General		866 622	1 286 083
Internal Audit		-	114 242
Audit Committee		-	10 000
Amount paid - current year		(700 000)	(586 282)
Balance unpaid (included in creditors)		1 769 676	1 603 054



5.4.2 POLICIES

The status of Policies is as follows:³¹

Table 23: Policies

Policy	Status
Tariff Policy	A draft Tariff Policy is available. The Municipality aims to finalise the Policy by the end of May 2012. There is however concept tariffs structure available for the 2012/13 financial year.
Rates Policy	The Municipality has a Rates Policy in place.
Supply Chain Policy	The Municipality has a Supply Chain Policy in place.

Each year, the Municipality revises the tariffs and rates according to the latest legislation. For example, Circular 58 from National Treasury provided guidelines to the Municipalities on the increase of tariffs for the coming financial year. Siyathemba Municipality increased the tariffs with a higher percentage as was referred to in this Circular. The Municipality had to do this in order to better their position with regards to financial viability. The proposed tariffs and rates are communicated to the communities during the IDP, and SDBip Public Participation Process.

The Municipality is busy with the General Valuation Roll and funds from the Financial Management Grant and the Municipal Systems Improvement Grant will be utilised for this purpose.

The jurisdiction area of Siyathemba Municipality increased when the District Management Area was allocated to Local Municipalities. The rates and taxes paid by the farms differ from the rates and taxes paid by the farmers previously part of the Municipality. The Rates and Tariff Policies and Structures still have to be negotiated with the “new farmers”.

Since the municipality does not render any services on the farms, they give 30% discount to the farmers with regards to rates and taxes.

5.4.3 FINANCIAL SOURCES

The 7 year MTEF schedule is indicated in the table below.

³¹ Interview with Mr Nieuwenhuisen on 25 April 2012



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Table 24: 7-year MTEF schedule

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		10,487	12,606	17,391	21,518	20,069	20,069	23,408	24,385	26,130
Local Government Equitable Share		9,253	11,006	15,441	17,829	17,829	17,829	20,108	21,735	23,480
Finance Management		500	750	1,200	1,450	1,450	1,450	1,500	1,750	1,750
Municipal Systems Improvement		734	850	750	790	790	790	800	900	900
EPWP					1,449			1,000		
Provincial Government:		335	507	519	542	542	542	689	752	816
Sport and Recreation		335	507	350	542	542	542	689	752	816
				169						
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Operating Transfers and Grants	5	10,822	13,113	17,910	22,060	20,611	20,611	24,097	25,137	26,946
Capital Transfers and Grants										
National Government:		3,673	6,387	7,026	10,246	10,246	10,246	12,479	13,111	13,869
Municipal Infrastructure Grant (MIG)		3,673	6,387	7,026	10,246	10,246	10,246	12,429	13,111	13,869
Regional Bulk Infrastructure								50	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	2,870	2,870	-
DWA								2,870	2,870	
Total Capital Transfers and Grants	5	3,673	6,387	7,026	10,246	10,246	10,246	15,349	15,981	13,869
TOTAL RECEIPTS OF TRANSFERS & GRANTS		14,495	19,500	24,936	32,306	30,857	30,857	39,446	41,118	40,815

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation
2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)
3. Replacement of RSC levies
4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality
5. Total transfers and grants must reconcile to Budgeted Cash Flows
6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

5.4.4 STAFFING OF THE FINANCE AND SCM UNITS

Most of the positions in the financial division on the current Organogram of the Municipality are filled. One of the positions (Cashier) was filled during April and currently there are only 2 posts vacant - one for an Intern and one Data Clerk.

The current structure of this Division (Organogram) does however not support the work which the Division needs to perform and is not in line with latest legislation. Some of the critical aspects which are not addressed on the current Organogram, is for example the Supply Chain Unit. No provision was made for such a Unit. The Chief Financial Officer also requested a person responsible for Risk Management and Asset Management. As indicated under Section 6.3 Institutional Development and Transformation, the Municipality is in the process to review their Organogram.



Although there is no Supply Chain Unit, the Municipality did establish an Evaluation and an Adjudication Committee to take responsibility for the tender processes. There is however no Specifications Committee in place.

5.4.5 PAYMENT OF CREDITORS

The Municipal Finance Management Act stipulates that a Municipality needs to pay creditors within 30 days. The Municipality is currently not in the position to do this. According to Mr Nieuwenhuisen, the status with regards to payment of creditors are as follows:

- ✂ The Municipality succeeds to pay creditors within 30 days on capital projects.
- ✂ With regards to operational costs, the Municipality's cashflow and financial position is not in such a condition that payments can be made within 30 days. They prioritize the payment of local suppliers, as well as key clients/suppliers.
- ✂ On average, the CFO indicates that they pay creditors on an average of 70 days.

During this financial year, the Municipality started to implement a new Creditors System. They generate an Order for any expenses which is envisaged and payments are then made according to this Order. This System has made a positive contribution towards the management of payment of creditors.

5.4.6 FINANCIAL MANAGEMENT SYSTEMS

The Municipality is making use of the Sebata Financial Management System. This is a fully integrated Municipal Financial Management System. It consists of a minimum of 12 standard Modules, designed to be fully integrated, providing comprehensive and holistic municipal financial management functionality. The System is designed to run in small, medium and large Municipalities and has the built in flexibility to run diverse methods of financial management. Sebata FMS conforms to various municipal accounting practices and reporting standards such as GAMAP, GRAP, SA National Government Statistics and SALGA.

Siyathemba Municipality is however not in the position to make use of all the functionalities of the System.

5.4.7 AUDIT GENERAL FINDINGS

Siyathemba Municipality submits there Annual report and Annual financial statements to National Treasury on an annual basis. As from The Auditor General with held an opinion on the financial statements and issued a disclaimer.

5.4.8 CHALLENGES

1. The municipality is currently not financial viable. This is mainly due to low cost recovery, the structure of the tariffs for services, revenue collection, etc. The municipality is in need of a proper financial viability study which can describe the status quo and develop recommendations to turn around the financial situation of the municipality.



2. The financial division can currently not fulfil their role as required in the municipality since the structure of the financial division is not correct. The revised organogram needs to be approved and implemented to address this challenge.
3. For the past number of years, the municipality is not in the position to obtain a clean audit.
4. The municipality succeeded in compiling asset register on immovable assets. Conditional assessments were also done as part of this exercise. The municipality must also now implement phase 2 of this programme.



5.5 LOCAL ECONOMIC DEVELOPMENT

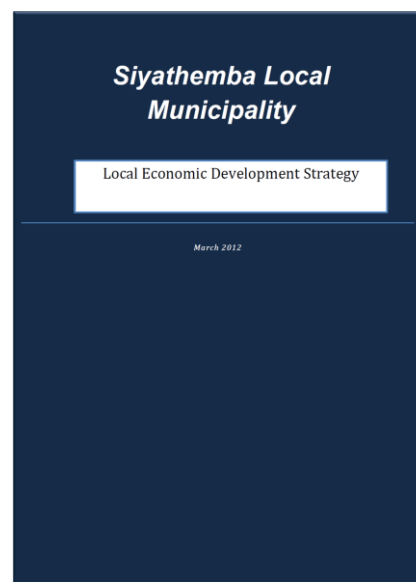
Strategic Objective	Create an Environment that Promotes the Development of the Local Economy and Facilitate Job Creation
Intended Outcome	Improved Municipal Economic Viability

5.5.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY

Local Economic Development (LED) is an approach to sustainable economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in, inter alia, an improvement in the quality of life for all in the local community.

The Department of Economic Development and Tourism in the Northern Cape has recently concluded the development of its Provincial LED Strategy in line with the Northern Cape Growth and Development Strategy. These Strategies provide the foundation for Integrated Economic Development Planning throughout the Northern Cape. To provide the necessary implementation impetus at the local level, the Siyathemba Local Municipality embarked on a process of developing its own LED Strategy in line with provincial planning imperatives.

This Strategy is still a Draft Version and needs to be approved by Council.



5.5.2 UNEMPLOYMENT RATE

In the LED Strategy, Quantec Research 2012 data was used. It is indicated that the Unemployment rate for Siyathemba Municipality during 2009 was 34.7%. The table below indicates other relevant percentages with regards to the labour force.

Table 25: Regional Employment Indicators

Labour Indicators	South Africa		Northern Cape		Pixley Ka Seme DM		Siyathemba LM	
	2000	2009	2000	2009	2000	2009	2000	2009
Labour force ('000)	11,502	12,261	245	272	44	41	5	5
Unemployment rate (%)	30.2	25.1	27.0	27.6	27.7	33.0	26.8	34.7
Labour force participation rate (%)	61.1	52.0	52.5	53.3	54.0	53.6	53.2	57.4
Highly Skilled Workers	12.3%	12.7%	10.7%	11.7%	9.4%	10.9%	9.3%	10.4%
Skilled Workers	39.3%	42.7%	35.4%	39.7%	34.3%	38.6%	34.9%	37.8%
Semi- and unskilled workers	48.4%	44.5%	53.8%	48.6%	56.3%	50.6%	55.8%	51.8%



From this Table, the following observations were made:

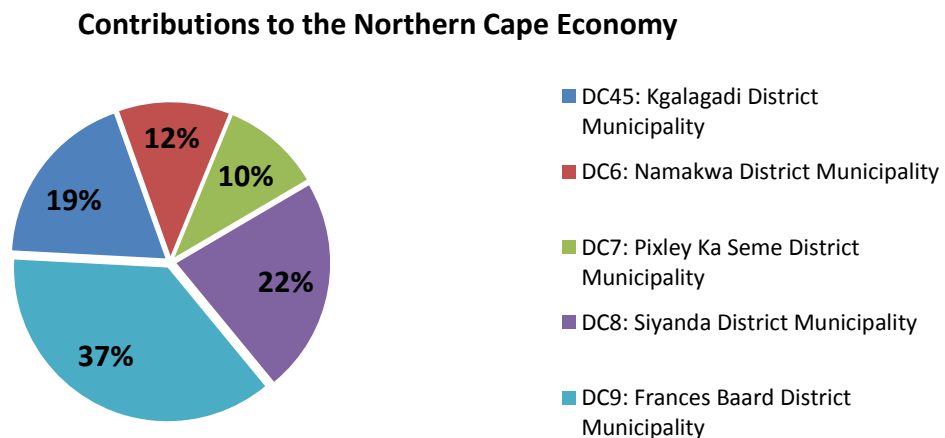
- ✂ While the number of jobs increased in South Africa, as well as the Northern Cape and Pixley Ka Seme between 2000 and 2009, it declined in Siyathemba.
- ✂ During 2009, the unemployment rate for Siyathemba was estimated at some 34.7%, which was slightly higher than the District Average. The unemployment rate has steadily increased in Siyathemba over the past decade.
- ✂ The labour force participation rate indicates the portion of working-age adults who are employed and those actively seeking employment. Since 2000, the portion of such adults increased from 53.2% to 57.4%.
- ✂ Compared to the other Regions under observation, a small portion of workers (10.3%) in Siyathemba can be classified as highly skilled. In fact, more than 52% of workers can be regarded as semi- or unskilled workers.

5.5.3 ECONOMIC PROFILE

5.5.3.1 Economy of the Northern Cape Province and Pixley ka Seme district

The Northern Cape Province is divided into five Districts and each District contributes to the economy of the Province. The Pixley ka Seme District is the poorest contributor, contributing 10%. Frances Baard is the biggest contributor at 36%.

Figure 11: District Contributions to the Province in Percentage - 2005³²



In Rands and cents, the district contributions to the economy of the Province are as follows.

³² Economic Data. Provided by DBSA. File received 14 March 2008.

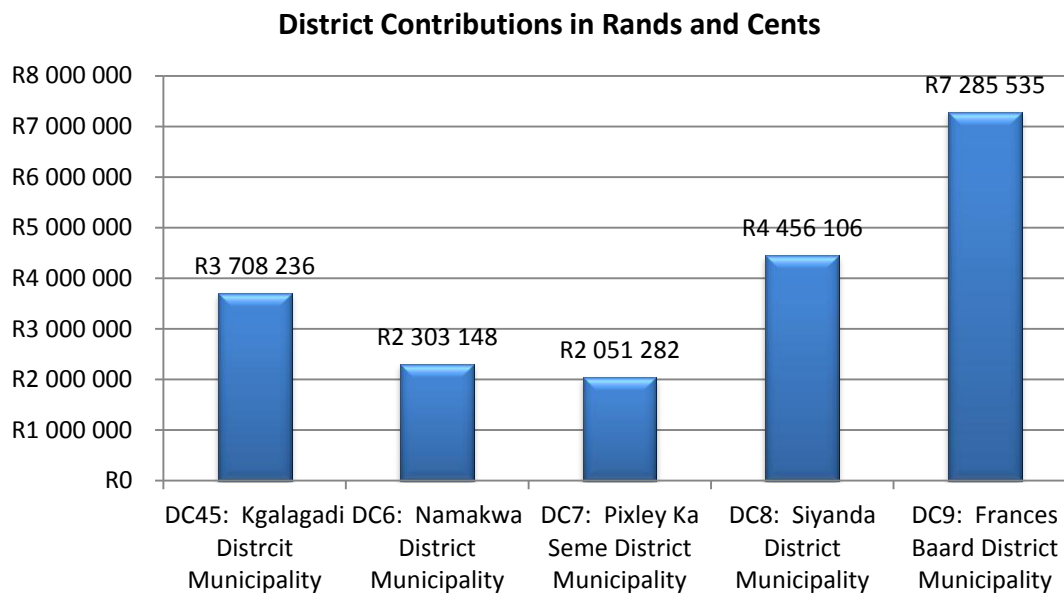


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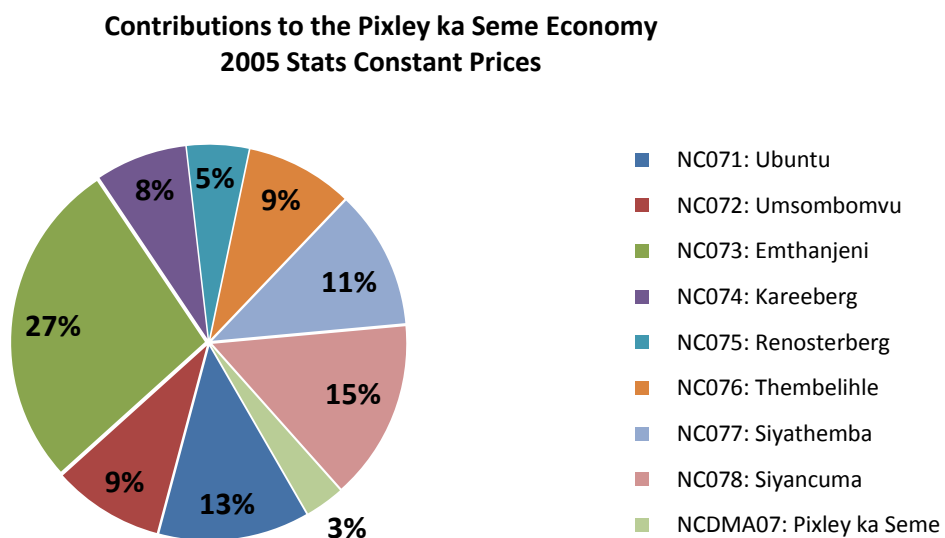
Siyathemba Municipality

Figure 12: District Contributions in Rands and Cents - 2005³³



The district economy is also dependent on the contributions of the local economies and in the Pixley ka Seme District, the biggest local contributor is Emthanjeni Local Municipality at 27%, followed by Siyancuma Local Municipality (15%), Ubuntu Local Municipality (13%) and Siyathemba Local Municipality (11%).

Figure 13: Local Contributions to the Economy of the District – 2005



³³ Economic Data. Provided by DBSA. File received 14 March 2008.



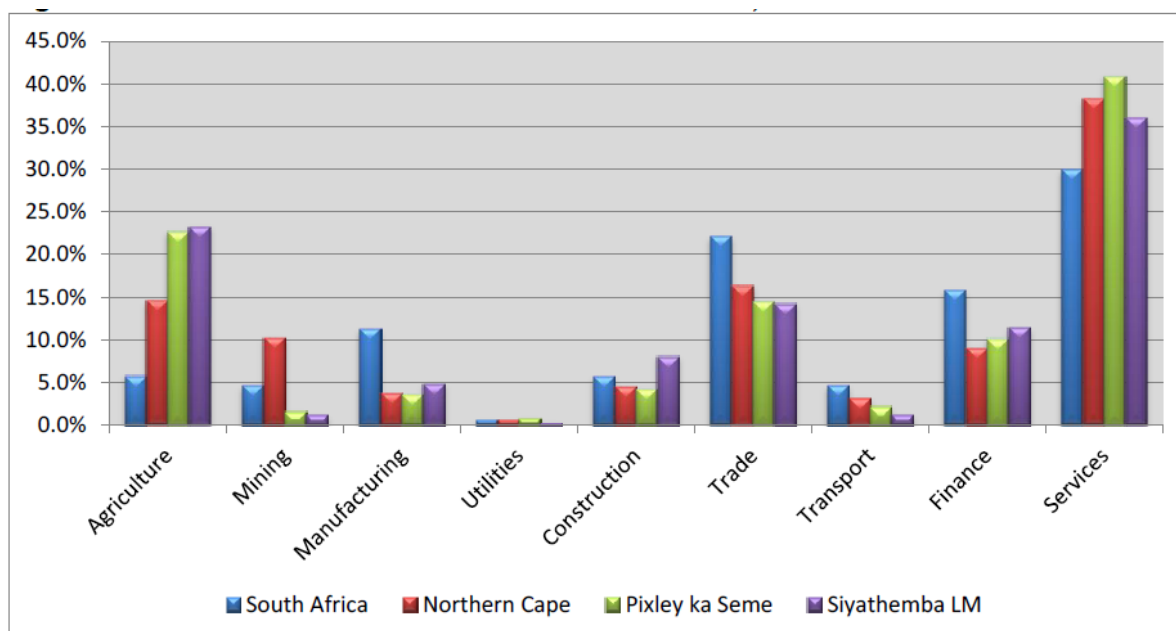
5.5.3.2 Sector Contributions to the Economy

The information in this sub section of the Report was taken directly from the LED Strategy from the Municipality. It provides an analysis of the local economy in the context of the National, Provincial, and District Environment.

a. Labour Profile Overview

The 2010 sectoral distribution of the labour force in South Africa, the Northern Cape, Pixley ka Seme and Siyathemba is illustrated in the figure below. From this Profile, it is evident that most workers in Siyathemba are employed in the Government Services Sector (around 1,700 workers), followed by Agriculture (about 1,100 workers) and the Trade (about 670 workers) sectors.

Figure 14: Sectoral distribution of the Labour Force



Source: Quantec Research, 2012

Figure 14 provides a closer comparison between the sectoral labour profiles of Pixley ka Seme and Siyathemba. When compared to the District, it can be observed that the labour force of Siyathemba is highly concentrated in the Services Sector, while the other Regions under observation have a more balanced labour distribution.

Local and Regional Trends in total employment are depicted by Figure 15. From this Figure, it is clear that total employment in Siyathemba has been in fluctuating over the last ten years. Moreover, employment in the Study Area declined marginally from some 4,800 jobs during 2000 to just below 4,700 in 2010. Over a ten-year period, this could be translated to an average annual decline of 0.2%. Over the same period, employment in Pixley ka Seme declined by 1.3% on average per annum, while that of the Northern Cape and South Africa increased by 0.9% and 0.5% respectively.

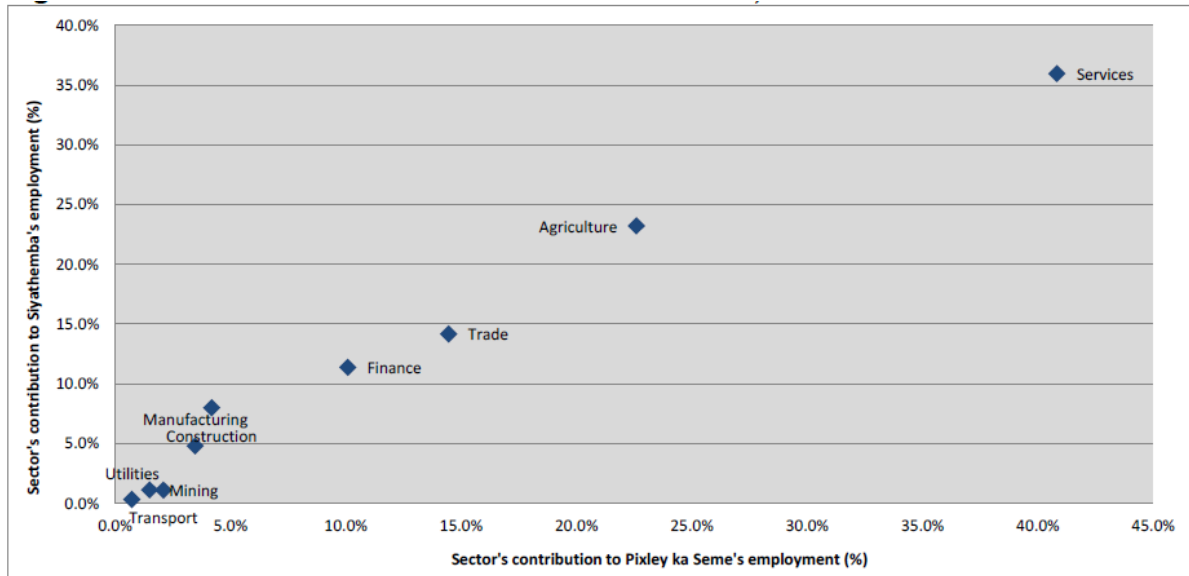


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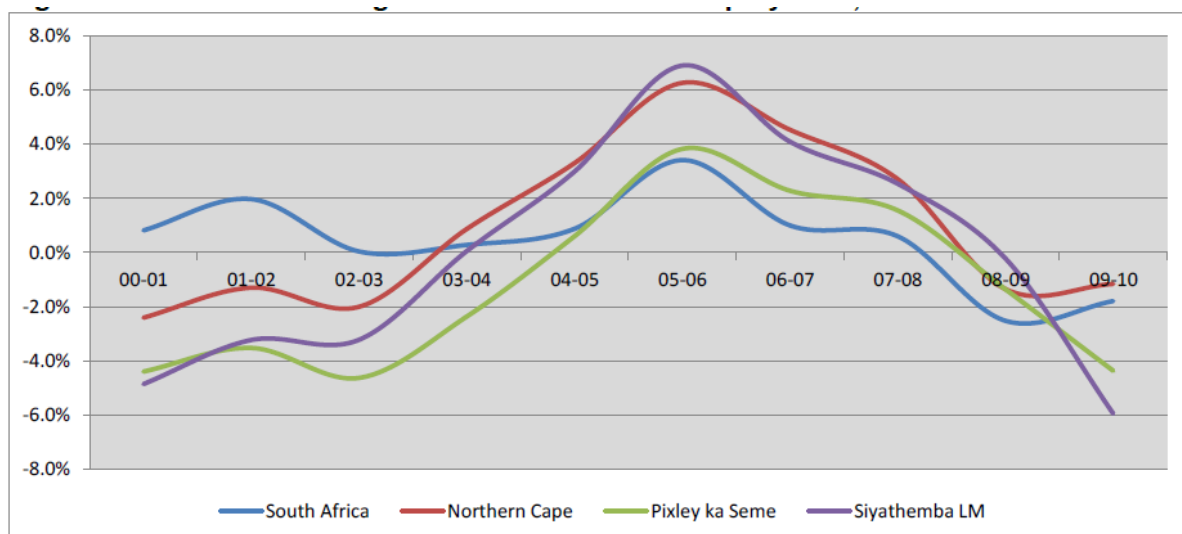
Figure 15: Sectoral distribution of the Labour Force



Source: Quantec Research, 2012

It is also observed that local employment trends are not well-integrated with that of the larger Region, which could be attributed to the concentrated nature (in the Agriculture sector) of the local economy. In contrast, employment trends in Pixley ka Seme, the Northern Cape and South Africa follow growth profiles that are better correlated due to higher levels of diversity in these economies. The threat presented by employment vulnerability and its socio-economic implications for local communities in Siyathemba cannot be emphasised enough.

Figure 16: Local and Regional Trends in Total Employment 2011



Source: Quantec Research, 2012



Employment growth is broken down by sector in Table 24. From this Table, it is evident that employment in the Mining Sector (-7.9% p.a.) has been in steep decline over the past decade, followed by Transport (-5.3%) and Agriculture (-4.9%).

Table 26: Average Annual Employment Growth by Sector, 2000-2010

Sector	South Africa	Northern Cape	Pixley Ka Seme DM	Siyathemba LM
Agriculture	-7.3%	-5.5%	-6.2%	-4.9%
Mining	2.8%	3.9%	0.5%	-7.9%
Manufacturing	-1.2%	-3.2%	-2.4%	4.1%
Utilities	1.1%	2.5%	1.8%	-2.0%
Construction	0.1%	-0.3%	-3.4%	1.5%
Trade	1.1%	2.2%	-0.5%	-1.2%
Transport	2.1%	3.1%	-2.1%	-5.3%
Finance	2.6%	5.3%	7.6%	6.6%
Services	1.6%	3.1%	1.4%	3.2%
Total	0.5%	0.9%	-1.3%	-0.2%

Source: Quantec Research, 2012

When these employment trends are compared with those observed for GDP, it is noted that total employment declined over the past decade (by 2.5% p.a.) while the economy grew by 2.0% per annum in GDP terms. This phenomenon is referred to as “jobless growth” which implies that local economy is becoming less labour intensive and more capital intensive.

5.5.4 POTENTIAL SECTORS³⁴

5.5.4.1 Agriculture Sector

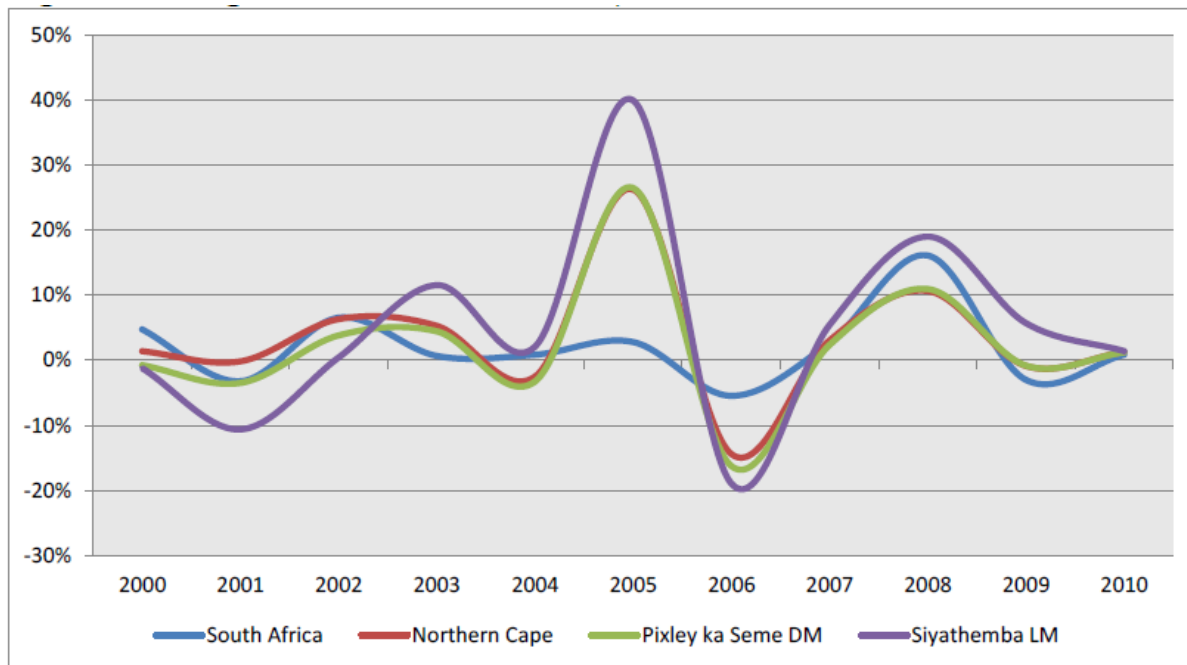
The Orange River runs through the Municipality and provides ideal conditions for irrigation farming in Siyathemba, especially the cultivation of grains and vegetables. The main livestock farming in the Region includes cattle, sheep and goat farming. Game farming also takes place in the area and aids in the development of tourism and hunting activities.

The figure below indicates the Agricultural Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is apparent that Siyathemba follows a similar production trend to that of Pixley ka Seme and the Northern Cape Province. The Region experienced extensive agricultural growth from 2006 to 2008.

³⁴ LED Strategy, March 2012



Figure 17: Agriculture Sector Growth



Development Potential

- ✂ Crop farming could be significantly expanded if market demand could be improved. This is especially relevant for irrigated production along the Orange River.
- ✂ Hydroponic production may be well-suited to the area, due to the warm climate (i.e. energy cost saving for hydroponic projects) and available water.
- ✂ Sheep farming could be expanded and beneficiated locally.
- ✂ The local beneficiation of crops can provide valuable local revenue.
- ✂ Electricity shortages could be alleviated through local production. This could justify investment in a local solar power plant.
- ✂ The agricultural sector should be diversified to include higher value products such as essential oils.
- ✂ A poultry and broiler project could be implemented as part of an Emerging Farmer Support Programme.
- ✂ A piggery project could be introduced as part of an Emerging Farmer Support Programme.
- ✂ Game farming in the area could be expanded to bolster the production of meat. This could then be linked to investment in a local abattoir.
- ✂ There should be a greater focus on agriculture in Schools to change the perception of young people that farm work is not “prestigious”. It should be instilled that it is better to work on a farm than being unemployed.
- ✂ Early Childhood Development Programmes should be made available to farm workers (on farms).



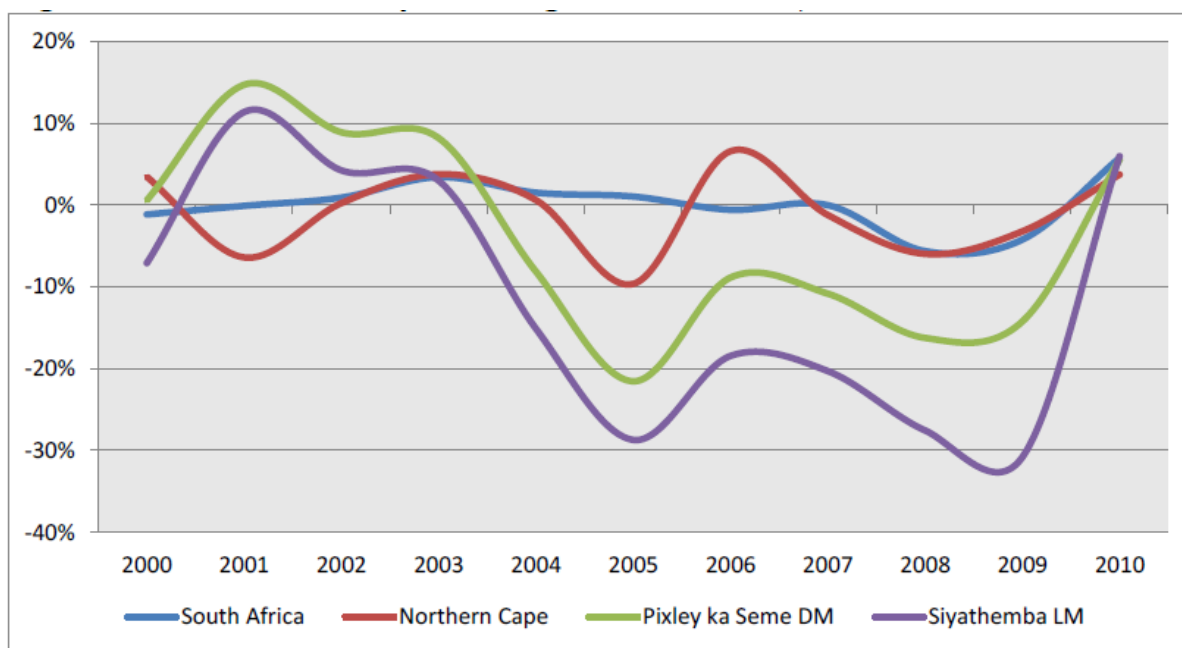
- ✂ An Agricultural School or College should be developed in the municipal area to foster skills development in the agricultural sector and retain these skills within the local economy.

5.5.4.2 Mining

The main deposits in Siyathemba include possible alluvial diamond mining along the Orange River, various semi-precious stones, such as tiger-eye and zinc deposits. The Region also has various salt pans for the potential of salt production.

The Figure below indicates the Mining Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is evident that Siyathemba follows a slightly lower production trend to that of the Pixley ka Seme District's mining sector from 2000 to 2010.

Figure 18: Mining Sector Growth



Development Potential

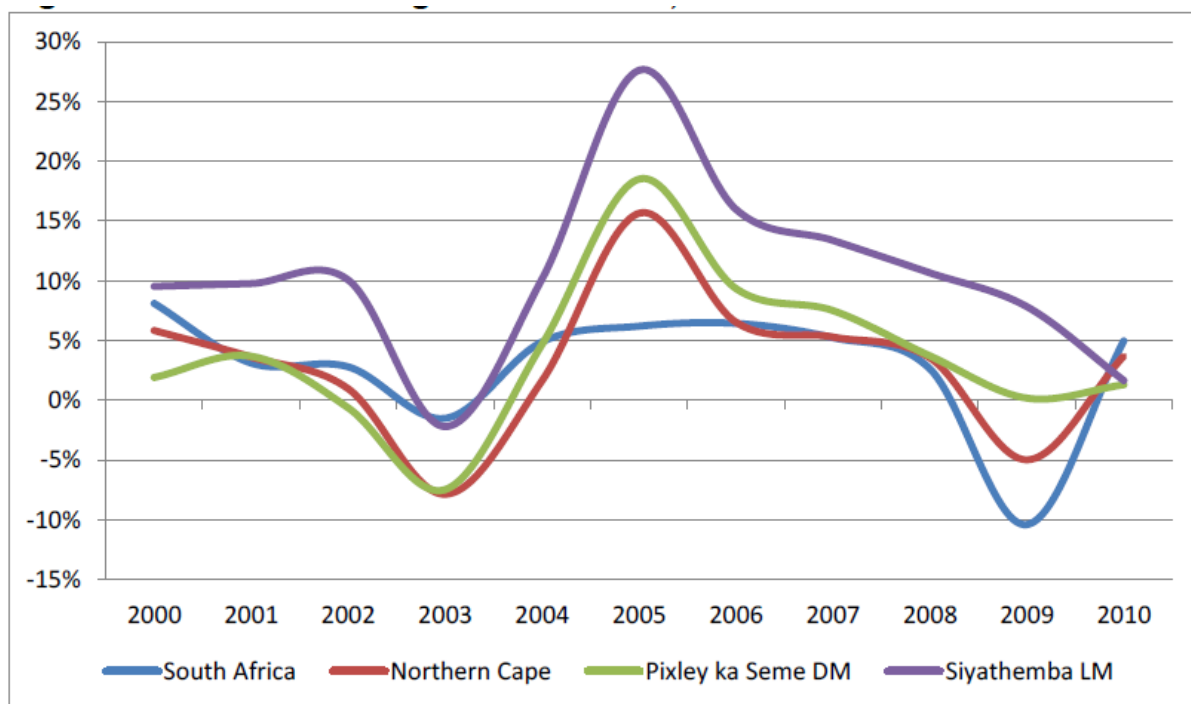
- ✂ Semi-precious stones should be commercially mined and locally beneficiated.
- ✂ Building sand and clay could be mined throughout the area, especially along the Orange River.
- ✂ Locally extracted clay could be used for manufacturing building bricks.
- ✂ A local gemstone beneficiation plant can be refurbished and engaged in production again. This plant could be used to cut and polish locally mined semi-precious stones.
- ✂ The production and packaging of table salt and salt products is a viable option to gain valuable sources of revenue.



5.5.4.3 Manufacturing

Agro-processing is the main Manufacturing activity in Siyathemba, which consists of the production of various plant and meat products. Figure 3.5 indicates the Manufacturing Production Growth of Siyathemba from 2000 to 2010 as compared with the District, the Province and South Africa. From the Figure below, it is evident that Siyathemba follows a relatively higher production trend to that of the Pixley ka Seme District's manufacturing sector, except for a decline post-2009.

Figure 19: Manufacturing Sector Growth



Development Potential

- ✂ The opportunity exists to establish an agro-processing plant in Prieska, thereby benefiting produce from the agriculture sector.
- ✂ Investment in a local recycling plant (paper, plastic and glass) provides a good opportunity to expand job creation.
- ✂ The implementation of Training and Skills Development Programmes in local communities (focused on the youth).
- ✂ The local production of solar panels that could supply the Utilities Sector of the Northern Cape.
- ✂ The production of local Arts & Crafts (such as bead work) for the tourism market will provide much needed revenue to the area.
- ✂ Investment in a local leather tannery, cotton gin, game abattoir and a chicken broiler house will provide opportunities for beneficiation of agricultural produce.

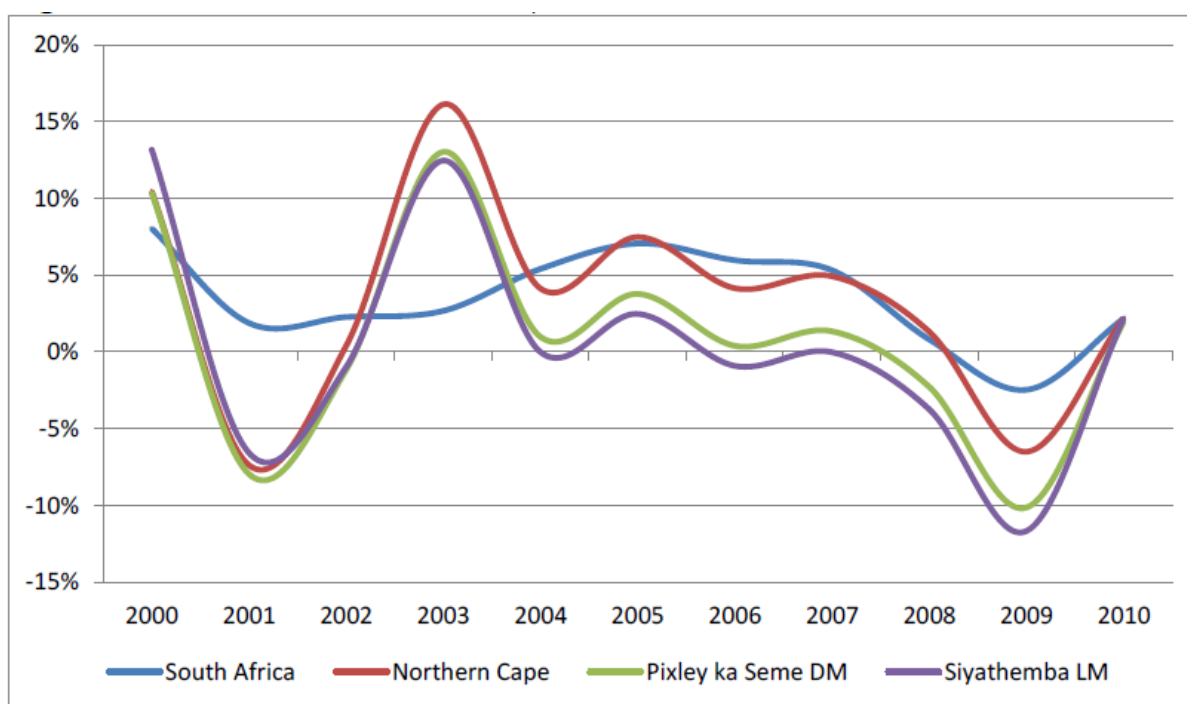


- ✂ 7. Investment in a construction equipment plant will expand manufacturing opportunities, as well as provide for skills development in the area.

5.5.4.4 Retail and Wholesale

The Figure below indicates the Wholesale and Retail Trade Sector Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is apparent that Siyathemba experienced a slightly lower production trend to that of the Pixley ka Seme District's Trade sector, however the sector showed positive growth in 2010.

Figure 20: Trade Sector Growth



Development Potential

- ✂ There may be opportunities to invest in a new small grocery shop and restaurant in Prieska.
- ✂ Railway infrastructure should be restored and placed back into operation to reduce the cost of bulk transport.
- ✂ Training and registration assistance should be provided to construction workers. This initiative must be aimed at placing these workers in a position where they can operate their own businesses and tender for government contracts.
- ✂ Entrepreneurship Training and Development Programmes should be implemented in local communities to facilitate the development of SMMEs.



5.5.4.5 Tourism

The town of Prieska is located on the south bank of the Orange River at the foot of the Doringberg. It was originally named Prieschap, a Khoisan word meaning „lace of the lost she-goat“. The site of the town, founded in 1882 and renowned for its semiprecious stones, was a fording place used by early travellers.

The following are the main tourism attractions in the Region:

- ✂ 1. Die Bos Nature Reserve
- ✂ 2. British Fort
- ✂ 3. Green Valley Nuts
- ✂ 4. The Oranjezicht and T“Keikamspoort Hiking Trails
- ✂ 5. Khoisan Rock Art
- ✂ 6. Memorial Garden
- ✂ 7. Prieska Museum
- ✂ 8. Ria Huysamen Aloe Garden
- ✂ 9. Schumann Rock Collection
- ✂ 10. Wonderdraai Island

Development Potential

- ✂ Resort and adventure tourism along the Orange River will result in enticing tourists to explore the Region for longer and staying for lengthier periods of time.
- ✂ The “Die Bos” area could be developed into a tourism resort with associated adventure tourism activities, such as water sports and hiking.
- ✂ Expanding the game tourism and hunting industry can enhance the eco-tourism profile of the Region.
- ✂ Mineral processing tourism can become an inviting prospect for visitors. If the old gemstone processing plant can be renovated, it could also become a popular tourist destination.
- ✂ A local attraction known as “Die Koppie” could facilitate local festivals.
- ✂ The area should develop a unique tourism brand of its own and marketed on various platforms.
- ✂ Investment in a new casino near Prieska may attract travelers from all over.
- ✂ The re-routing of the N10 highway through Prieska will provide tourists the opportunity to appreciate the town and view it as a stop-over or destination on its own.



5.5.5 JOB CREATION INITIATIVES BY THE LM

5.5.5.1 Local Economic Development Key projects

a. The Bos Development

A Feasibility Study on possible development scenarios on “Die Bos” area, situated between Prieska and the Orange River, was commissioned by Siyathemba Local Municipality, sponsored by the Development Bank of SA, Northern Cape Economic Development Agency (NCEDA) and completed during the first half of 2006. This initiative will stimulate economic development in the Siyathemba Municipal Area.

b. Solar Energy Project

The Siyathemba LM has identified a solar energy incentive project as one of their major economic activities. Discussions and negotiations with all the role players are currently in progress. This project will entail the Council to make approximately 38000 HA available for solar energy units.

c. SKA Strategic position outside the Demarcated Area

The Siyathemba LM has also identified the possible economic spin-offs from being strategically positioned just outside the demarcated area of the SKA Area. Prieska will therefore be in a position to benefit from major industrial and economic activity which will NOT be allowed or possible within the SKA demarcated area for NO or LOW industrial activity and communication.

Local Economic Development (LED) is an approach to sustainable economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in, inter alia, an improvement in the quality of life for all in the local community.

5.5.6 CHALLENGES

1. An LED strategy has been developed but council still needs to approve the strategy. Activity plans then needs to be developed to implement the recommendations made in this strategy.
2. The municipality have identified 3 Anker project for economic development, but no project execution plans exist for these initiatives.



6 STRATEGIES

6.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective	Intended Outcome	Strategies	Proposed high level initiatives
Sustainable, effective and efficient service delivery to all people in the municipal area	Sustainable delivery of improved services to all households	Development of relevant planning and strategic documents to guide service delivery and infrastructure development.	<ul style="list-style-type: none"> Approval of the WSDP Development of a Sanitation Master plan Development of O&M plans to plan and structure proactive and reactive maintenance of infrastructure Update of the Energy master plan Development of a Transport plan Development of a Storm water management plan Finalise the Housing Action Plan Development of a Disaster management plan. Development of a Spatial development framework Development of a Commonage land management plan Development of an action plan to roll out services to farm areas Initiate discussions with Dept of Health with regards to the proposed Community Health Facility in Prieska.
		Ensure that bulk resources and services are sufficient to support internal service delivery.	<ul style="list-style-type: none"> Bulk water supply studies in Niekerkshoop and Marydale. Upgrading of wastewater treatments works



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Strategic Objective	Intended Outcome	Strategies	Proposed high level initiatives
		Ensure that all people in the jurisdiction area have access to basic services by 2014.	<ul style="list-style-type: none"> ▪ Addressing the water backlog in all 3 towns. ▪ Addressing the sanitation backlog in all 3 towns. ▪ Implementation of internal reticulation/services projects ▪ Expand refuse removal services to all areas in the municipal area ▪ Complete public lighting projects ▪ Implementation of housing projects ▪ Development of an action plan for the Koegas relocation project ▪ Finalisation of the cemeteries projects
		Improve water, wastewater and solid waste management	<ul style="list-style-type: none"> ▪ Finalisation of the Water Safety/Risk Plan ▪ Finalisation of the Wastewater risk abatement plan ▪ Development of rectification/action plans based on the recommendations of the Risk plans (water, wastewater and solid waste).

6.2 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Strategic Objective	Intended Outcome	Strategies	Proposed initiatives
Promote a culture of participatory and good governance	Entrenched culture of accountability and good governance	To ensure that all required governance structures are established and operational according to the relevant legislation.	<ul style="list-style-type: none"> ▪ Support the internal audit function which is executed by the district. ▪ Establishment of the Audit committee. ▪ Implementation of the



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Strategic Objective	Intended Outcome	Strategies	Proposed initiatives
			<p>MPAC as prescribed in the adopted guideline document.</p> <ul style="list-style-type: none"> Revisit the structure of the ward committees to ensure good representation of the entire area. Maintain the operations of the current supply chain committees whilst the SCM unit are put in place.
		To ensure that the relevant management and operational systems are in place and rolled out.	<ul style="list-style-type: none"> Development of a structured compliant management system. Implementation of the Fraud management plan. Improve the quality of the quarterly Newsletter as well as broaden the distribution area thereof. Development of an activity plan for the Library Development Fund.

6.3 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objective	Intended Outcome	Strategies	Proposed initiatives
Improve organisational cohesion and effectiveness	Improved organisational stability and sustainability	To ensure proper human resource management and enhance effective and efficient administration systems.	<ul style="list-style-type: none"> Approval and implementation of the revised organogram. Recruitment of suitable candidates to fill vacant posts Roll out of the Performance management system Execution of the Skills Development Plan



6.4 FINANCIAL VIABILITY

Strategic Objective	Intended Outcome	Strategies	Proposed initiatives
To improve overall financial management by developing and implementing appropriate financial management policies, procedures and systems	Improved financial management and accountability	Development practices of sound, conservative budgeting aimed at enhancing financial resources through maximised revenue collection and controlling costs to the minimum necessary expenditure.	<ul style="list-style-type: none"> ▪ The employment of 6 interns to assist within the Supply Chain Management Unit as well as to be capacitated in the operations of the financial division of the Municipality. ▪ Initiative Valuation Roll ▪ Maintenance of operating systems e.g. TGIS and Sabata ▪ Operation Clean Audit ▪ Proper financial viability study ▪ Replacement of Plessey electricity meters with Conlog meters ▪ Execute Phase 2 of the Asset management programme ▪ Revision of tariff structure

6.5 LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Intended Outcome	Strategies	Proposed initiatives
Create an environment that promotes the development of the local economy and facilitate job creation	Improved municipal economic viability	Unblock LED opportunities according to the LED strategy	<ul style="list-style-type: none"> ▪ Approval of the LED strategy ▪ Development of an action plan (with priorities) to execute the recommendations made in the strategy. ▪ Develop Project execution plans for the 3 Anker development projects